

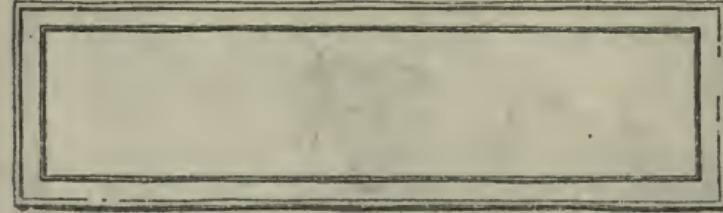
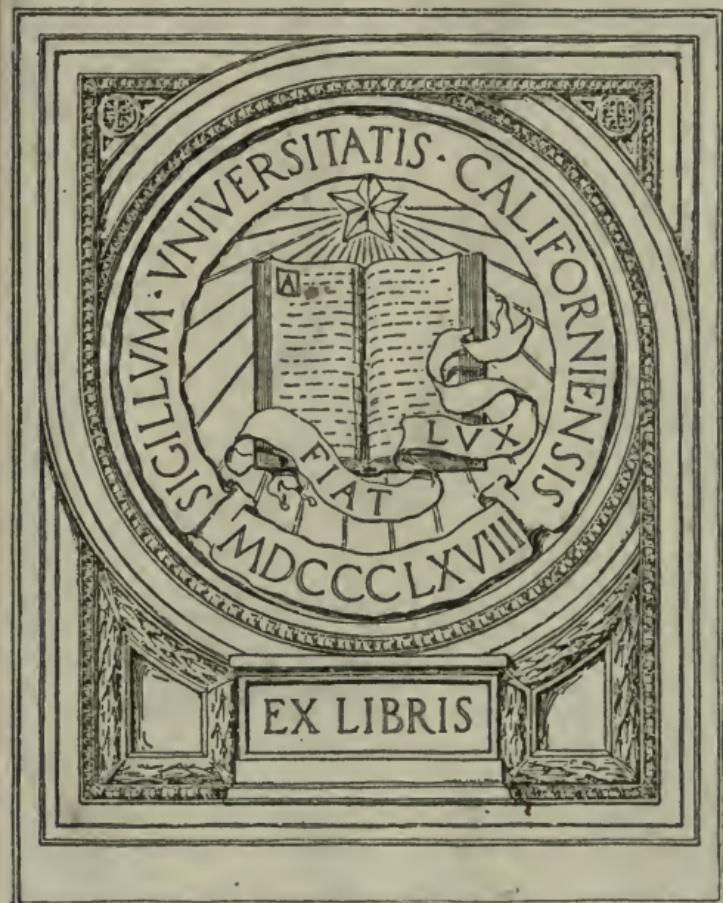
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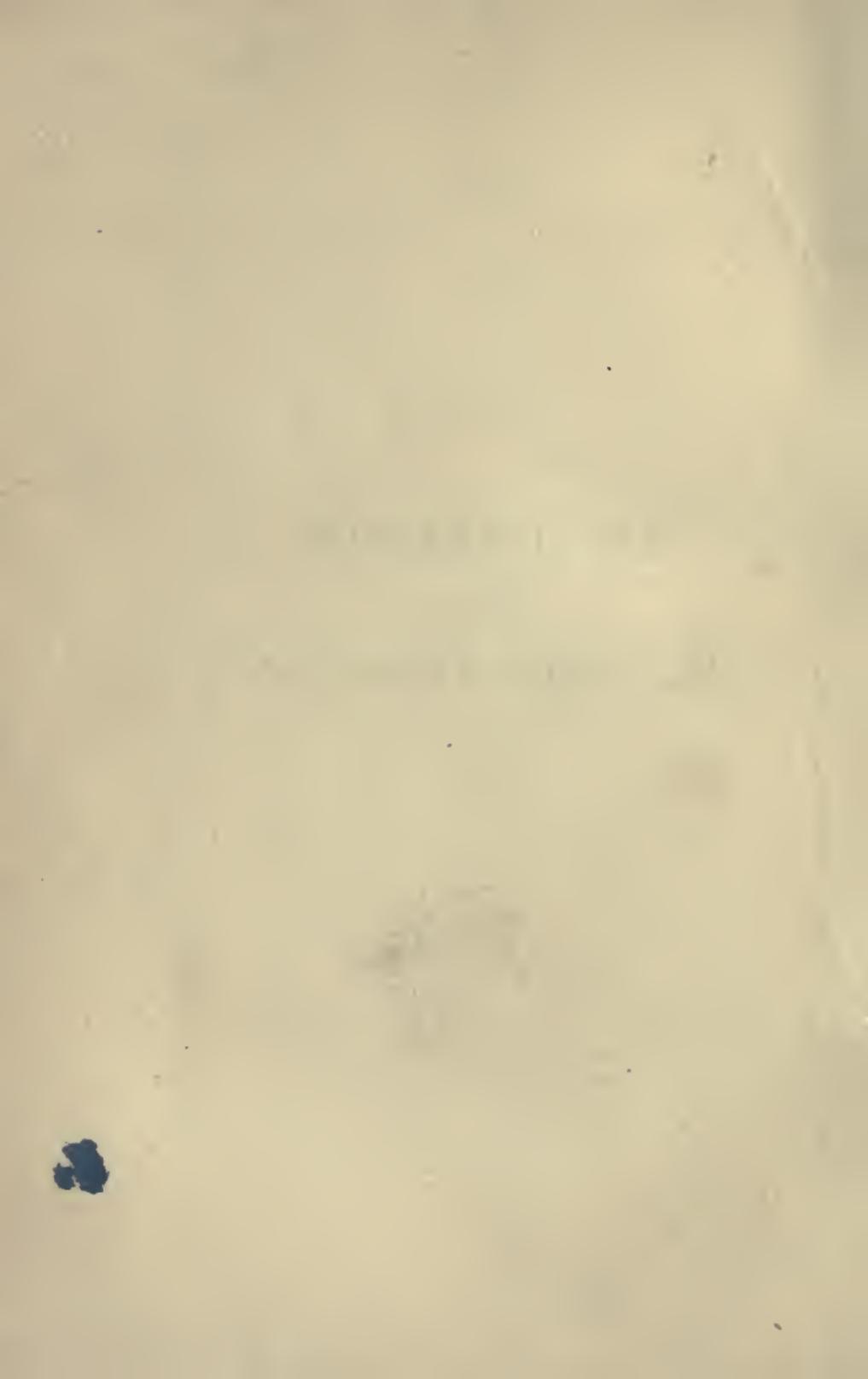
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LEADERSHIP
AND
MILITARY TRAINING



LEADERSHIP AND MILITARY TRAINING

BY

LT. COL. LINCOLN C. ANDREWS, U. S. A.

AUTHOR OF "BASIC COURSE FOR CAVALRY" AND
"FUNDAMENTALS OF MILITARY SERVICE."

"A knowledge of human nature is half the art of war"
SHERMAN



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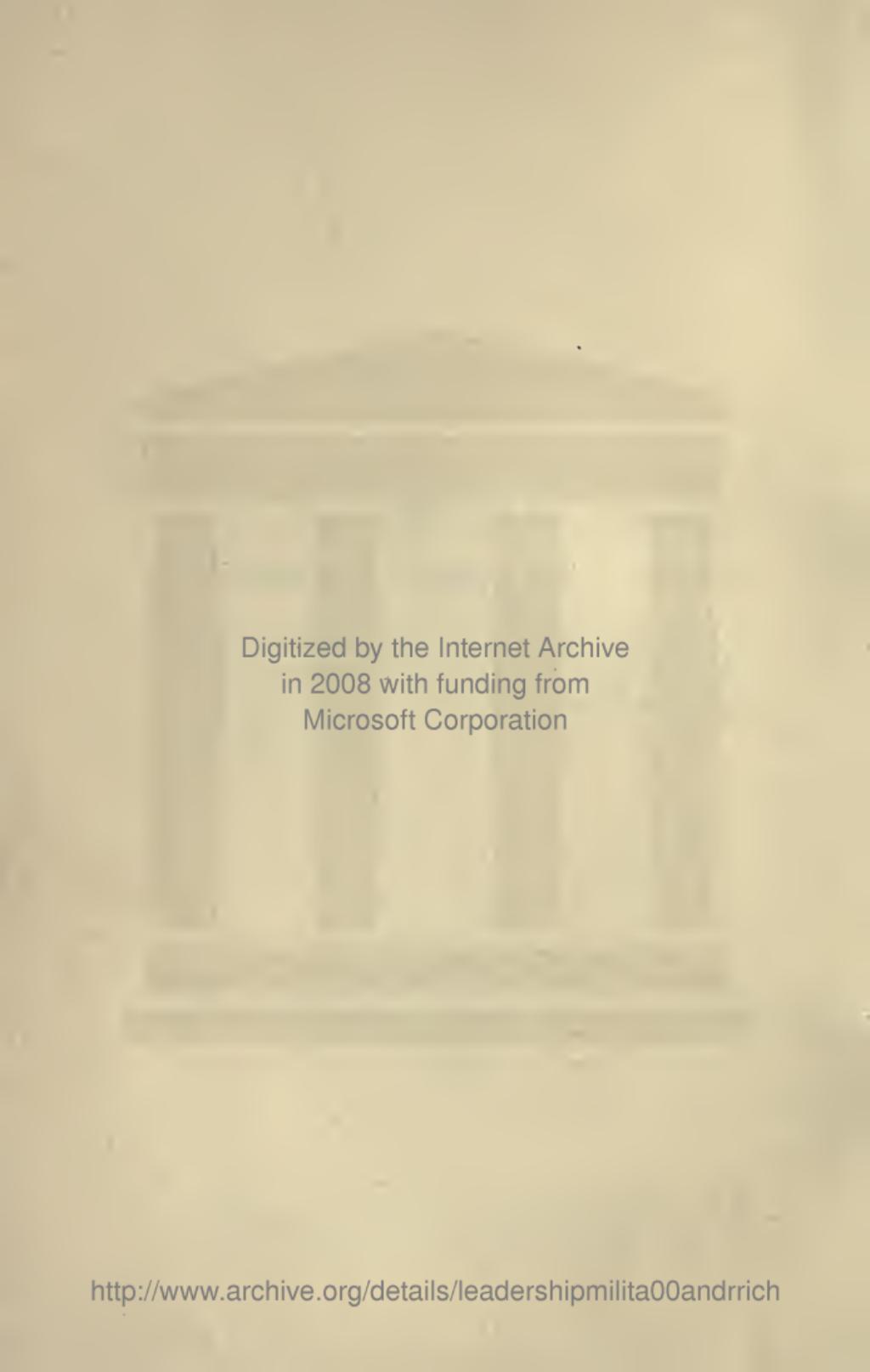
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TO MY SON

MASTER JOHN GRAVES ANDREWS

IN THE HOPE THAT IN THE NEXT GENERATION
HE MAY WANT TO USE THESE PRINCIPLES,
BUT WHOLLY IN THE ARTS OF PEACE

L. C. A.

A very faint, blurry background image of a classical building with four columns and a pediment, centered on the page.

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PREFACE

IN response to the generous appreciation that has been shown, especially for the chapters of "Fundamentals" on Leadership and Training, I have re-written and amplified them, particularly that on training, which is necessarily quite new. Originally written largely with a view to helping arouse an appreciation of the country's need for universal training, in the existing emergency I now consider only how to make our present training efficient, basing my observations on past experiences and those in cantonment to-day.

There is nothing here of the drill manuals, nor of the technic of the art of war. It is rather an analysis of the psychology of soldiering, getting at the spirit of it, trying to point out how to make good in leadership, how to avoid making a failure. It should be invaluable to beginners ambitious to improve, of much value to older officers who perhaps have never given much thought to this phase of the question of training, and furnish helpful material for discussion at officers' conferences and for instruction in non-commissioned officers' schools.

THE AUTHOR.

December, 1917

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LEADERSHIP AND MILITARY TRAINING

THE OPPORTUNITY

Soon every American family will have sent some member to the war. And with him will have gone not only the fond hope for his safe return, but the proud hope that he will "win his spurs," will prove himself a *leader of men*, and return to be honored in his community.

And with true Americanism the government has made this a reasonable possibility for every soldier. All company officers are chosen originally as the result of the most democratic competition in the training camps; thereafter vacancies are to be filled by selection from the most efficient men in the ranks. When the regiments are formed in the cantonments, the officers will have to select from among their men in each company about forty to be appointed noncommissioned officers. These will be the men whom they believe to show the best qualifications for leadership. Out of every eight privates one will be picked as leader, and made corporal. Many others must be made sergeants to lead the larger groups. From the first step in the

service superior officers will be watching the men under them, sizing them up with a view to learning their capacities for leadership, so they may pick the best for the many appointments and promotions to fill the constantly occurring vacancies incident to service. Every one from top to bottom is looking solely for efficiency ; no one is playing favorites as of old ; in every grade the man must make good or lose his job ; never before has there been such opportunity to win on your merits.

Every proper American lad wants to be a leader,— to lead his crowd in school, his gang on the street. Later in manhood, he wants to be a boss, if not the boss. Americanism demands independence, having something to say about how your daily affairs are to be conducted. We are fighting right now to maintain that privilege. And every American youth always faces his future with the idea of getting ahead. His position in life is not a fixed thing to be accepted, as in the older countries. Whatever his position, he considers it but the rung of a ladder, and starts out determined to climb.

Unfortunately perhaps for our moral fiber, but no doubt essential in the universal scheme, "climbing" had generally come to mean the attainment of wealth. Our tremendous natural resources, the astonishing strides in applied science and invention, the constant flood of cheap immigrant labor, all combined to offer unlimited opportunity to nerve and ambition, and the attainment of wealth seemed their natural goal. Sel-

fishness all but became a national characteristic. Giving service to the State was rarely thought of, taught in few homes and in fewer schools.

This national crisis has changed all that. Our most successful business and professional men are freely sacrificing time and personal gain in public service, while our youth offer life as well. And the aftermath must be a new conception of the duties of citizenship. We will see better men engaged in public service, and a more general interest taken in the affairs of government. And above all we will see manual labor again dignified, as of old, when our fathers were hewing their own way through the forests.

That is the logical outlook for a real democracy, whose success must depend on the education of its voting masses. Manual labor must be done by some one. Repairing the ravages of war at home will stop the flood of cheap European labor. Hence it will end for us in manual labor being performed by educated men. And that will cause an adjustment of labor conditions on a satisfactory basis, where the man who hopes to be a boss must prove himself a better leader than good men about him. No longer may an American look to be a superior, simply because he is an American. To win then, he must prove he possesses the qualities of leadership, and the trained soldiers returning to civil pursuits from military service will have an advantage in this regard.

For the qualities of leadership are practically the same for civil life as in the army. The shop and rail-

road foreman, the school teacher and minister, the contractor and the gang boss, all are dealing with human beings as their leaders, and all will find themselves better men on their jobs, getting better and better results, the nearer they come to the ideals of a true military leader. Let us therefore study the principles of leadership, not alone for what they may mean for us in the service, but for after the war as well.

It may be that this war will happily end for all time the need of training the nation's manhood to fight. Even so it will have brought home to thinking men the tremendous benefits to the nation that come from training its youth in national service, from teaching fellowship and teamwork to boys from all walks of life, and from developing in all of them vigorous, healthy bodies, alert minds and muscles trained to reciprocal action, respect for authority, a personal interest in the nation's welfare and policies, habits of cleanliness, industry, regularity, alertness and sanitary living. A democracy may hope to attain its high ideals of government when its citizens are self-trained in these qualities, it may thrive commercially when its work is done by men thus trained and developed.

This training need not be for military aims alone. In one of our States a Commission with a broad vision had worked out the details of a system which included industrial training as well. The farmer boy and mechanic, the shop boy and the son of the rich, all were to be trained alike in giving service to the State, meantime being developed in physique, discipline and

the manly qualities that go with military training and organization. The war postponed the execution of this scheme. But we may expect that the intelligence of the nation will provide that the war be followed by the installation of some such scheme of universal training, employing the principles of military service and organized on military lines.

Then for our success both as soldiers now and as citizens after the war, let us learn what this military system is, and particularly for our own good let us learn so we may be able to use the qualities of leadership.

THE MILITARY SYSTEM

MILITARY SERVICE is our most ancient public institution. In the history of the world no free people have ever existed without it. From the first grouping of men into communities, certain of the ablest members have always been organized as a fighting machine for the protection of their property and civil rights—and these men have been honored in the measure of their prowess. Older than the Church, older than taxation, this honored institution has always demanded of membership in a community, of citizenship in a nation, that the most worthy members should give military service in time of need.

Far from being a characteristic of imperialism, universal military service is the very corner-stone of the edifice of Democracy. Where the liberties of the people are the one aspiration of government, the people must be trained and ready to defend these liberties. Witness Greece and Rome in their glory, and what occasioned their fall; witness Switzerland and France to-day, defending their honor and existence. And that Democracy alone may hope to thrive, whose citizens recognize the obligations of citizenship therein, whose citizens seek not what they may get out of the State, but rather to fit themselves to give individual service to the State. When public opinion comes to measure the success of a man's life by his service to the State and to his fellows,

rather than by the fortune he has amassed for selfish aims, then public opinion is worthy to control a great nation, and may hope to hold that nation in the highest place in the councils of the world.

Our nation to-day feels the stirrings of such an opinion, its best citizens are seeking means to give it unselfish individual service. If that spirit grows, particularly in the youth of the nation, there is high promise that, realizing past weaknesses, we may accept a standard of service that will assure for the nation a glorious future.

The first step in considering the military service is to appreciate something of its meanings. You are entering a system as old as history, whose tenets are unchanged by time, whose service to-day requires the same high qualities of manhood, leadership and morale. Its tremendous responsibilities, for the lives of your fellows and the safety of your nation, appeal to a man of red blood; yet give him pause, if he feel himself unfitted to meet them worthily.

The primary object of military organization is to marshall all the forces of the nation; its millions of men and thousands of horses, its railroads and auto transports, its resources for munitions and every reservoir of supply, and the brains and machinery for administering them; so that all these forces may be handled as a unit, all brought to bear at a given point and time, as a powerful weapon in the hands of government.

The actual fighting forces are but the keen edge of.

this mighty blade, whose efficiency must depend on the mass and quality of the metal behind it, to give force to its blows and to renew the edge when worn away in service. The fashioning of this knife, the concentrating and properly ordering all our resources into this mighty whole, the training of intellect and will to direct it, this is the problem which confronts us.

When war comes the life of the nation is at stake, and the conduct of war becomes a life-saving process. All commercial and civil propositions become subordinate, railroads, transports, factories, labor, all drop their individual aspirations, and lend themselves to the best interests of government. And we must be prepared to use intelligently these vast agencies. Not only will the patriotic response of labor be vital, but there will be a place for each of their highly specialized experts, where their peculiar capacities can be of inestimable service to the nation. Not as members of the active fighting machine, but as directing powers nearer the sources of supply, they will assure the arrival in the zone of actual operations of all those resources which the trained army officers will there know how to use.

This task of organization is no myth. It is the one vital thing for the success of our arms, and the life of our nation. It is a concrete thing that has got to be accomplished, before we may think of calling ourselves ready for combat. It demands the best minds at our disposal, the most ardent application to the problem, and above all the loyal support of the body politic.

Considering the organization of an army itself, its object is, that all these men and animals may be fed, armed, equipped, disciplined and transported at the will of the commander; and above all that they may be fought in battle, every ounce of this energy instantly controlled and directed by the will of the chief. We will see how the men are grouped in training from the squad up, and how subordination welds them into a loyal team. Back down through these same steps, from leader to subordinate leader, comes the will of the commanding general, till the squad leaders have transmitted it to their men, and the whole machine is moving uniformly, accurately responsive to the master mind.

The guiding principles of this military machine are teamwork and subordination. Its animating soul is discipline.

TEAMWORK.—In battle, and in preparation for battle, there are but rare occasions for “individual plays.” Success may be attained only through the most unselfish playing for the team. And not only must the elements of each organization thus work together, but the different arms, infantry, cavalry and artillery, must often sacrifice brilliant opportunities and even meet local defeats, loyally working for the common good of the whole team. Thus each unit, from an army down to a squad, is considered and trained as a team, each under its own team captain. Its elements are taught to work together for the common good, each under its appropriate leader; and these leaders are taught not alone the principles of good leadership, but the spirit and

technic of co-operation and loyal teamwork. Thus the brigade commanders train and handle their brigade teams as individual units, yet all work together for the success of the Division team to which they belong. And thus in the last analysis the squad leaders train their men into efficient squad teams, and these squads are the elements which the captain handles in his team, the company. These squads are the *unit teams*, and by successive groupings into larger units they ultimately make the army team with which we face the enemy in battle. They are the prime consideration for the individual soldier. Here he learns the elements of the military game, co-operation, discipline and leadership; and any one member may properly aspire to the leadership, may have it thrust upon him, and therefore should strive to fit himself to meet it worthily.

SUBORDINATION.—The individual in each grade of office has his own peculiar responsibilities, and must be held accountable for their strict observance. Subordination rests on a thorough knowledge of what these responsibilities are, on their observance by all, both above and below, and on the proper exercise by each of his own functions. Particularly must the superior take pains to give full play to the powers of his subordinates, always sustaining them if possible in the proper exercise of the function of their grade; thus emphasizing their authority over their men and encouraging initiative and willingness to take responsibility, so necessary to success in campaign and battle. They should not be corrected or criticized in the pres-

ence of the men unless absolutely necessary, lest their authority be weakened. If a subordinate has used mistaken judgment, correct him in private, and let him make the correction himself before his men. Hold the sergeant, not the individual private, responsible for failure in performance of duty, in care of equipment, etc. This will make the soldier appreciate the authority of his squad leader, and the leader appreciate his own responsibilities. All this will require patience and resource. But remember that you are training team captains, whose efficiency will be of inestimable service to you later, when work is to be done.

DISCIPLINE.—The most important element in military training! As vital to the success of an army, as live steam to the operation of a locomotive. Without it the best of individual soldiers are but an armed mob, to be made a mockery by a trained foe; with a high type of discipline an army's powers are increased ten-fold. Every great general in history has recognized this, and his success has been measured by his ability to inspire discipline.

Discipline represents seventy-five per cent of battle efficiency. Men and arms we may command, but money cannot buy discipline, nor munition plants supply it. It is of the very essence of training, and springs from the intelligence and conscientious work of the leaders who must inspire it, or whose incompetence will render its attainment impossible. This is what makes thorough training so necessary, what makes military men shudder at the thought of war without adequate preparation.

Our history is full of instances where otherwise splendid forces have been brutally defeated for lack of discipline. Intangible and psychic, the outgrowth of patient, skillful culture—it is no concrete thing to be handed to troops as they mobilize for war. It is as difficult to attain as it is necessary for success. Only adequate training may supply it, yet it may be lost in a day through the incompetency of leaders. Hence it is the one vital thing for you to understand;—it is the underlying thought throughout this book.

Discard any vague conceptions of discipline as associated only with punishments and brutality. We mean something far higher than that. General Sherman says: "Discipline is the *soul* of armies." This means it is the *spirit*—the actuating spirit that inspires individuals to deeds of heroism, that gives them heart for patient endurance of untold hardships, that makes them freely surrender individual wills to the will of the leader, that binds them into a splendid fellowship, aspiring, sacrificing, training together for a common cause. That is the discipline that you must foster in your organization. To learn how to arouse it is the first duty of the leader.

Discipline may be defined as that psychic something which is always recognized by its manifestations of ever present respect for superiors, and instant cheerful obedience, not only to orders given, but to a high personal sense of duty. It leads directly to *esprit*, from which springs *morale*; and, other things being equal, with the morale fifty men can beat two hundred. How

clear then is the course for the successful leader—inflexible in discipline, arousing and fostering in his command pride and *esprit*, till finally they have acquired a morale that makes his men believe themselves invincible. Discipline is then not the end, but a means to an end—the end that each man shall be imbued with a spirit of loyalty to leader and to organization, which will result in *unity and promptness of action in instant response to the will of the leader.*

MILITARY TRAINING.—The one end sought is so to have organized, trained, and disciplined the thousands of individuals who compose an army, that they may be made all to respond as one unit instantly and effectively to the will of the chief. This is the military machine working perfectly. Easily possible on the drill field, every one at ease, well fed and complacent; it can be done amid the strain and roar of the battlefield, only when training has made true leaders of every corporal and general, and developed an unshakable discipline in all.

The Squad System is the foundation for this training. In each branch of the service it may be accepted as fundamental that the smooth working management of the company and its efficiency are dependent upon, first, the grouping of the men into permanent squads under noncommissioned officers assigned as leaders, who are trained as such, and are held responsible for the discipline and proper performance of all the duties of their men in the field or in quarters; and second, on the faithfulness and intelligence with which the com-

mander uses these squad leaders in all administration, each group as a team, its leader as a team captain.

The Infantry Regulations particularly recognize the psychological necessity for developing in peace training the qualities of leadership in the noncommissioned officers; and that the constant use of the squad system in administration and drill is the best available method of accomplishing it. The exigencies of campaign and battle will continually place noncommissioned officers in command, and if their peace training is to be reasonable, it must prepare them to meet these responsibilities. The commanding officer who is conscientiously training his command for efficiency will take every means of developing his subordinates into good troop leaders.

Leadership
The successful man in charge of any big job is he who can pick good men for subordinates, and develop them into responsible agents to execute his will. For in any considerable undertaking the chief must work through agents, in the final analysis through subordinates who deal directly with the individual men. And these steps of control through subordinates become the rungs of the ladder on which the ambitious climb to the leadership. This system is so common as to be generally accepted without appreciating its requirements and its possibilities. To no one is this appreciation so important as to the captain of a company.

In military service the squad system of organization provides the machinery at once for efficient control and even more important for training in leadership. Make these men in reality team captains of their own

squads, use them as such in all matters of administration about the quarters and particularly in the field, train them to the responsibilities of leadership, and train yourself to such system in all your work as will enable you to deal through these squad leaders in everything you do ; and change the personnel of your squads as little as possible. This organization is the backbone of efficiency.

To install it is going to tax your patience and ingenuity, but it is really essential that you do it, and thus develop your subordinates into efficient leaders ; and soon you will get your reward in commanding an organization which will be a pride and comfort to you ; which will work smoothly, all but automatically, your subordinates taking the burden quite off your shoulders, and you will thus establish a system to make efficient training possible and a corps of assistants to make it easy.

LEADERSHIP

WHAT then is your first consideration, if you wish to succeed in the military service? *To fit yourself to be team captain of your group, be it squad, platoon or company.* To be a good team captain requires first that you be a good disciplinarian, next that you acquire and use those qualities that characterize natural leaders of men. In all dealings with your men you must have their respect, unhesitating obedience, and, if you are man enough to win it, their enthusiastic loyalty.

To attain the confidence and respect of your men, the first requisite is *superior knowledge*. That will give you the self-confidence to appear as a leader, and will justify your men in following you. Therefore never appear before them unprepared to play your part in the game. You are a sorry object pretending to lead when there are men in ranks who know your part better than you do.

There are many circumstances in which a leader may advise with his subordinates, but it must be clear in the end that the final judgment is his own. It is possible, too, for the best men to make mistakes—these should always be frankly acknowledged as such, and no attempt made to bluff them through. Apologies and explanations why are but harmful. The men appreciate manliness; you cannot fool them long, and found out as a bluffer, your leadership is hopeless.

It is proper that you should aspire to popularity, to be beloved of your men, to be one of those leaders of whom it is boasted that their men would follow them anywhere. And remember that while history speaks of such leaders generally in the higher grades, their success was made possible only by the fact that their armies were made up of many small groups, in which the men were following their leaders with equal loyalty.

But do not be deluded into thinking that this popularity is attained by easygoing methods, by favoritism, by winking at delinquencies and overlooking failures in strict performance of duty. Such popularity fades when the real test comes, and changes to disrespect, insubordination and contempt, when real men are at the fore, leading through hardships and dangers. Build then your popularity on the firmer qualities of justice and fairness to all, inflexibility in demanding obedience and faithful performance of duty, and constant vigilance for the welfare and interests of your men, and above all, by forethought and preparation, on such conduct of your office as will inspire respect and even admiration for your ability as a leader.

The popular noncommissioned officer is the one whose squad is the most snappy and efficient. His men admire him and they have the habit of jumping when he speaks. He does not waste their time through lack of forethought, nor make them do unnecessary work through lack of headwork. His brain is active, and in each case alert to such management as is easiest for

his men. He does not uselessly march them around three sides of a square when a direct movement would have accomplished the purpose. He demands strict compliance with his orders, and close attention from all whenever he is giving general instructions; and sees that all work, hardship, or privilege is fairly apportioned among them.

It is psychologically true that every group of men, working together for a common purpose, soon comes to have a soul of its own. It is true of a company, it is true of a squad, and equally true of a gang of workmen on a job. The good leader learns to know that soul, and deal intelligently with it—knows its aspirations, its limits of endurance, how to inspire it to increased endeavor, how to inspirit it when discouraged in fatigue or hardship, how to arouse its interest in the work at hand. Let him always consider this in planning the work for his men, in controlling them in their work. There are many means of appeal to this spirit; you must learn and use them. You can make lagging footsteps quicken and fatigue-dulled minds brighten, just as martial music will make a jaded column spring to life; the men are no less tired, but new nerve-forces have supervened and made them forget the fatigue. This soul is as susceptible to bad influences as to good. How disastrous if the leader offend it. How important that he be in touch with it, and treat it intelligently.

It is *spirit* that makes the soldier endure and dare. Especially among men of quality spirit will carry through where cold-blooded training alone must fail.

Watch the good troop leader; on the march, in camp, at drill, in the school room, by word and even more by thoughtful conduct of the work in hand, he is always fostering spirit. His men know that what he requires is reasonable, they feel that he is regarding their welfare in every move, making their work as interesting as possible, and conducive to future success. It is even possible to attain such a group spirit that the failure or delinquency of one man will so hurt the feelings of the group that his punishment may rest on that alone.

Every man delights in work well done, in actually doing well what he puts his hand to. The farmer boy takes pride in hoeing a row of corn expeditiously, the carpenter delights in his clever handiwork. Remember this when you direct the drill or work of your men. It must control your manner and tone when you criticize them. They enjoy being snappy, being efficient, doing the right thing at the right time, avoiding wasted time or energy—and they are disgusted with the reverse of these. Appreciation of this principle will cause a helpful chagrin when you see failure result from your own inability or inefficient leadership. You are applying it when you commend some man for particularly good performance, when you call out "Good!" as the men execute a movement properly at drill. The leader who truly appreciates this phase of human nature, and intelligently uses it in his work, has taken a long step toward success.

The state of discipline, a mental status, is attained more by a system of rewards than of punishments—yet

both are necessary and potent factors. And do not imagine that there is a class to be controlled by punishments alone. For in our service there is no class of men in which you may not appeal successfully to the men's better qualities. If such individuals arrive, the spirit of the group should force them into such uncomfortable isolation that they will either strive to emulate the good or else soon withdraw.

In the system of rewards the leader finds the most powerful ally in building up that discipline which leads to *esprit* and morale. He must be on the lookout for opportunities to use it. A word or even a look of approbation is often sufficient. In every group will be found natural leaders, men who, when hardships bear down the spirits of the majority, are found doing more than their share, and not only by example, but often by cheerful word or quip, are unconsciously inspiring the whole to better endurance. The leader must find every opportunity to show public recognition of the merit of these men, thus strengthening their influence with their fellows. Give them the important missions; be sure it is such a one who is detailed to any conspicuous or daring duty; if favor must be shown, be sure it goes to such a man. Again, there are generally found would-be leaders of the opposite temperament, chronic pessimists and kickers, who by example and frequently by grumblings, lower the average of endurance and performance. It is equally important that the leader undermine the influence of these men, quietly giving them the disagreeable details that often

must be performed, and never making the vital mistake of appearing to approve by selecting such a man for a conspicuous detail. How absolutely important then that a leader truly know the personalities of his men. Not only must he pick the man best qualified for the task at hand, but he must consider the effect of his selection on the morale of his group. And this demands constant observation of his men at their work. What supreme confidence in divine guidance must inspire that captain, who, at the end of a hard hot march, has the first detail pitch his tent, roll the walls, arrange the cot and fly net, and then passes quietly to repose, while the soldiers perform their arduous duties unobserved. If this captain were required to detail an orderly to the colonel the next day, he might easily pick some man who through indifference or meanness, had been a humiliation to his squad the day before.

Commanders are better paid and better mounted that they may endure more than those under them; greater and greater grow the demands for tireless vigilance as the grade of the officer increases. In this truth lies one of the main reasons why as war continues we find the younger and more virile men attaining the superior commands. An ambitious troop leader will avoid dissipation, conserving his energies in peace that he may draw on them unsparingly in war, and that he may not need then to rest when by vigilance he might be guarding the welfare of his men and building up their morale for the supreme test to come.

Punishments cannot be administered in accordance

with any set standard. Every offense contains the elements of the personal equation of the offender, the attending circumstances, the motive, and always the effect on the discipline of the group. Your decision must be the voice of calm impartial justice. A troop leader is ever a judge, guarding the tone of his group as a good judge guards the tone of his civil community. Remember there are two sides to every question. Be sure the accused has a fair hearing, and always look for the motive. A soldier rarely commits a serious offense gratuitously.

The authority in you to reward and punish the acts of individual men is a great power for good or for evil—not alone to the individual, but through your treatment of his case to the whole group. It is in your power to ruin a man's career, if you will, as it is to take a weakling and, by proper treatment, make a man and soldier of him. A sense of this should give the leader pause when he is about to emit some hasty judgment formed in passion—the very passion often the result of an inner consciousness of his own failure or weakness. Cultivate, then, patience and justice, a knowledge of human nature and of "cause and effect." It is of the greatest value, too, to be able to see from the man's view-point, as well as from your own. Could that always be done it would be the controlling factor in most correct decisions.

Since both punishments and rewards are given for their effect on the discipline and morale of the whole group, they should always follow the act as closely as

possible, thus giving full effect. Where the reward is a word of commendation, or the punishment one of reprimand, this may always be done. In any case the first steps toward punishment, where punishment is necessary, should be promptly taken to avoid discussions and argument among the men and the growth among them of the feeling that perhaps the "old man hasn't the nerve" to back up his authority.

Be calm in emergency; unruffled, even sardonic if you have it in you, in the face of hardships; unperturbed and even casual in the face of danger. The psychological power of mental suggestion is now well understood, and accepted as one of the surest means of controlling men. If you are a real leader your men will take their mental attitude from what yours appears to be. In danger they will watch your movements, even facial expression, for reassurance. / It is then that you drop some casual remark, "borrow the makings" and roll a cigarette, do any simple thing naturally, showing that you are at ease and confident in these abnormal circumstances, and your men regain their wavering confidence, feeling that you are not afraid. / So, in time of unavoidable hardship, you must avoid showing annoyance or impatience. Your sardonic acceptance of necessary conditions will unconsciously lead to theirs, and save the nerve strain and damage to *esprit* which result from grumbling, and bucking, and cursing out everything in general. And in emergency you must show perfect self-control. Remember that your conduct will determine that of your men. If you are

excited, they will be more so. The emergency will call for perhaps the most accurate, determined, self-controlled work, and if your heart has jumped into your throat and made your voice quaver and your ideas confused (and this will happen to the best of men) nothing but disaster can result if you communicate this to your men. You will gain time and success in the end, if you take time now to swallow your heart, and regain perfect self-control, before you say one word to betray your perturbation. Then with calm self-assured demeanor give your directions as becomes a real leader. Directions so given are a great comfort to the men, and assure steady intelligent execution. We are now considering one of the most characteristic failures in inexperienced troop leadership. Try to train yourself so that you will be one of the exceptions, by acquiring the habit in any given situation, of being first sure of yourself, and then calmly giving directions to your men.

It is the genius of war to seize the fleeting opportunity. Train yourself to quick decisions, carried out with calm self-confidence. In the hesitation which surprise causes lies its great advantage. Hence the danger of ambuscade, etc. The enemy gets the jump while you are trying to decide what to do. It is not so important what you do, as that you do something and do it quickly. Make a quick decision and then calmly carry it out. Do not change to another plan that may look better an instant later. Vacillation destroys all confidence in a leader. Take a simple plan, a bold one,

and then unquestioningly bend every energy to its accomplishment. You may train yourself for this in peace time. How often in civil life you are present at some accident or emergency. There is generally someone in the crowd whose mind has acted instantaneously, who has jumped in and done the right thing. Question your mental processes, why were not you the man? In the many small affairs of daily life, experiment with making quick decisions, till you get the habit of deciding quickly, and acquire confidence in your ability to do so correctly. This will be of the greatest value to you, to your men, and to your superiors—and if opportunity comes you may grasp it to your great honor and that of your cause.

“Soldiers are like children.” There is one relation to the leader in which this is true. He is a father to them. On the battlefield at Santiago I saw a young second lieutenant put his hand on the shoulder of a grey-haired old soldier and call him his boy, and there was confidence in the face of the old man as he started alone on his mission. This feeling of mutual sympathy and confidence will spring from thoughtful leadership, and you should aspire to it, and make yourself worthy of it.

History records many daring deeds where an intrepid leader has led his men to victory against seemingly overwhelming odds, and all credit is given to his courage. A mistake. There may be hundreds who would have dared lead the charge, but their men were not prepared. Credit must be given not alone to cour-

age, but even more to the intelligent leadership that had brought the men to this opportunity prepared to meet it successfully; confident in the ability of their leader, disciplined and buoyed up by *esprit*, in the best possible condition of mind and body through their leader's constant exercise of vigilance for their daily welfare on the march and in the camp. The making of the heroic leader who will win laurels on the battlefield begins surely in the drill hall at home, and follows throughout the conduct of each day's work in camp and on campaign. He must be not only a disciplinarian and a psychologist, but something of a doctor, a cook, a tailor, saddler and cobbler, a veterinarian and a blacksmith. He must know the army "Rules for Health" and see that his men observe them. He must follow up his men like children, and see that they are properly clothed, fed, rested, entertained, kept in health and spirits, giving freely of his vitality that he may reasonably demand tremendous exertion from them when the opportunity offers.

The fundamental principle for the conduct of a successful march, camp, or bivouac, is to *reduce to a minimum the hardships for the men*. In former wars the casualties of the march and camp have exceeded those of battle. We are too advanced for that to-day, and demand an intelligence in leaders which will prevent it. "Careful preparation," "march discipline and sanitation" are matters of Field Service Regulations and proper training. Even then it is surprising in how many ways a thoughtful leader may add to the com-

fort and *esprit* of his command, which an ignorant or careless leader will overlook, to the detriment of both.

Men will not take care of themselves without the direction of some one in authority; they will wade through mud to get water from a spring where five minutes' work would place stepping stones or rails to keep their feet dry. The leader must see to such things, considering each new camp an interesting problem for him to solve to the very best interests of his men. Often brush shelters can be quickly erected for protection from winds or storms. It is easy to cut brush and make artificial shade where natural shade does not exist. It should be arranged artificially in hot weather for at least one assembly place where the men may eat and sit about after meals. A few minutes' work will often clean out a spring, and add 100 per cent. to its value. A quickly built dam will often make a comfortable pool from a shallow stream. The men soon learn that these things are for their own comfort, and while they will not do them undirected, they are easily interested in doing them under enthusiastic leadership. It is impossible even to suggest all that may be done—it is up to the ingenuity of the leader and it is no time for him to rest in the shade and let the men shift for themselves.

A leader who wants his men to do good work will give every consideration to their physical and mental well being,—they will be well fed, keep reasonable hours, have proper relaxation; then they are ready and glad to give splendid service. How often civil con-

tractors fail in this,—and lose profits accordingly. Even worse, by ill feeding and mean shelter, by offending the laborer's manliness and self-respect, they arouse actual disloyalty and a spirit of dead-beating.

Every war has had its famous brigades, famous regiments and famous batteries. They had made a reputation for success and easily maintained it. Their appearance on the battlefield was heralded with acclaim by other organizations. Their personnel was easily kept up because good men were anxious to join them. This may be equally true in handling any organization in peace time. Let it get a reputation for excellence and it will be more excellent, and its personnel will be easily maintained from the best men. This is one of the surest means of attaining organization spirit—to excel in something, it may be in shooting or in shoveling, in close order drill, or in having the best mess. The men begin to take pride in their organization, in their leaders, and good men begin to seek admission to its membership. This may be as true of a squad as of a company, and should be the proper object of attainment for the squad leader. Men take delight in doing those things in which they are displaying skill and efficiency. With the bodily and mental training that comes from doing things well, come self-respect, laudable pride, and an assurance that strengthen the individual character and weld the whole organization into a potent force for accomplishment.

A good leader is as one with his men, he speaks their language, he shares their blessings and their hard-

ships, he is jealous of their name, he defends their sensibilities and their rights in the larger organization; in fact, he is the recognized guardian of their welfare, physical and mental, as individuals and as a group. He becomes their hero and is affectionately nicknamed. Making camp after a hard march, he will not accept an invitation to lunch while his men go hungry awaiting a delayed wagon; he would not take shelter while his men lay out in a storm. He would be the first to question the fairness of the action of an outsider that seemed to work injustice to his group, or to one of them. If supplies are short, he goes and learns why, and remedies it if possible. He sends an ailing man to the doctor and follows up the case with interest, as would a football captain follow up the treatment of a member of his team during the season. In short, he does everything at all times to make them feel that he is looking out for their interests, not his own selfish comfort. It is incidentally true that when hardships come he will be more than repaid by their devotion to him and care for his comfort.

As a thorough example of a great cavalry leader's appreciation of the value of considering the human element in dealing with soldiers, and as an interesting illustration for you of the seeming trifles to which a successful leader gives his personal attention, the following is quoted from General de Brack's instructions to his officers:

“THE PIPE.—Every trooper should be encouraged to smoke a pipe. Why? Because it will keep him

awake. The pipe is a means of diversion which, far from interfering with the trooper's performing his duty, attaches him to it and renders it less burdensome. It soothes him, kills time, banishes unpleasant thoughts, and keeps the trooper in bivouac and near his horse. While the trooper, seated upon a pile of hay or grass, smokes his pipe, no one will venture to steal the forage from his horse to give it to another; he is certain that his horse is eating his food, and that he is not getting kicked; the provisions are not stolen from his wallet; he has time to discover the repairs which should be made to his saddlery, clothing, etc.

"On outpost, all sleep is forbidden. What a comfort you will then find the pipe, which drives away drowsiness, speeds the weary hours, renders the rain less chilly, and makes hunger and thirst more easy to endure. If you have to make long night marches after the fatigues of the day, when sleep overpowering you is a veritable torture and cause of numerous injuries to the horse, nothing will keep you awake like smoking your pipe.

"In a campaign, where men's resources are so limited, there is nothing so trifling as to be devoid of value. The pipe is a medium of exchange, of pleasure, and of duty in the fraternal associations of our military life; in certain cases, when loaned, it becomes a veritable means of relieving distress.

"Therefore, whatever Aristotle and his learned cabal may say, smoke, and make your troopers smoke."

Do not delude yourself that you are all right be-

cause the men recognize your constituted authority in ordinary conditions and good-naturedly obey your commands. That is easy. Consider this question, Will they follow you in an emergency? Be sure of that. The corporal's plaintive "*Follow me,*" heard so often on the drill field, will be lost in battle. Those inspiring words must then boom out in no uncertain tone, and carry conviction. When the stress comes, the best men will be at the fore, and unless you have trained yourself and are of the best, you will find, to your own great humiliation, the men looking to some other man for leadership. How much better that this other, who had the real stuff, should have had charge of the training. I have seen a sergeant, when the test came, actually fade into the ranks; while a private, who had it in him, naturally took the leadership of the squad through the emergency. It is not to quit when this is true, but to get down to bed rock and train yourself to lead. Acquire superior knowledge, and the power to command. You can do it if you care enough. Next to a coward, the most dangerous man to attempt leadership is one who is ignorant or lazy, or both. If you are not prepared to learn to lead, retire and let another have the chance. If you will stop to realize what your failure on the battlefield might mean of disaster and even disgrace, and not alone to your organization but perhaps through it to the whole cause—you will decide now either to take yourself seriously in hand to learn the game, or else to move down and let another try.

How important is your ability to give orders prop-

erly. I have had to reduce many noncommissioned officers because they were reporting this man and that for disobedience of orders. They were unfitted to give orders. Disobedience is almost always the fault primarily, either of the order or of the way in which it is given. It is a safe rule that your men originally intend to do right. Assume that first. Then be sure that your order is right and that it is something that should be done. It is demoralizing to discipline to give an order, and then have to change it. And above all be sure there is no suspicion of a question in your own breast but that the order will be obeyed. So often a man has disobeyed because you have shown by voice or manner that you were not sure he would obey. You were not sure of yourself or of your authority. You simply invited disobedience.

There are circumstances in which it is often possible, and even advisable, to add the reason for an order given, thus enlisting the man's intelligent interest in its execution. But in doing this, great care must be taken to avoid any appearance of apologizing for giving the order, and to avoid the possibility of creating a habit that might lead the soldier to stop and ask why on the battlefield.

Give your orders in a quiet, decent tone—just as a base-ball captain would tell a player to cover second base. There is no question of insult, nor of disobedience, nor of argument. Your tone has not made his manhood rebel, tempting him to tell you to go to the devil. He is a member of the team, helping toward

ultimate success by obeying you as a leader. That is the attitude for both you and him.

But too often there are those placed in authority who so far miss the true situation as to treat their subordinates somewhat as though they were dogs. By word, tone or manner, they wantonly insult their manliness and thus sacrifice loyalty and cheerful subordination. They thus show themselves unfit for command of men. Furthermore such treatment of subordinates is now a violation of orders. It is the clear intention of government that American officers and men shall work together in an intelligent appreciation of the manliness of their mutual service. Let them remember that military courtesy goes as much from the superior to the inferior as from the inferior to the superior. You want to command a team of men, not of dogs. And you will never get discipline or loyal service from men by outraging their manliness.

To bring this home—I have actually been in camp with two different troops of militia cavalry in which the noncommissioned officers were constantly heard cursing the men, shouting profanity and vulgarity in a vain effort to exercise authority. A pathetic spectacle. They could not command the respect of the meanest man in the organization. Open disregard of their orders was a common occurrence, and to be expected. And what of the troop commander who allowed any human being to curse one of his men without himself jumping in and resenting it! The whole situation

showed an absolute lack of appreciation of the true spirit of discipline and leadership. These men meant right, but had somewhere picked up that silly tradition of the brutality of army discipline, and were floundering along, outraging every sense of decency and loyalty, hopeless of ever attaining organized efficiency. In each outfit there is just one individual who may do any cursing—the “Old Man.” He will do it for all; and if he wants them to be *his* men, he will not only exercise this prerogative judiciously, but will be extremely jealous that none other ever infringe upon it ever so slightly.

He who can make his men jump with a low firm tone of voice has an enviable force of character. The man who has to raise his voice, scream and roar and curse in order to get action is pathetic. He will be an even sorrier figure when trying to lead in an emergency. He has probably missed the first essential, self-control, and is too likely conscious of his own inherent weakness or inability.

• Avoid giving too many orders, or indefinite half-hearted orders. Your order must be so expressed as to leave no question whatever as to your intentions. Be sure it is understood, but avoid the atrocious habit of repeating yourself, and generally of talking too much. Pride yourself on giving your order so clearly and concisely that it may be understood; and conversely when receiving an order concentrate your attention and try to get the whole idea without questions and repetitions. But never go away with the order half understood or misunderstood. This is vital.

When you do give an order see that it is carried out to the letter. It is so easy, especially in the beginning of your career as a leader, for you to overlook the slight deviations and omissions. The men may be trying you out. If you overlook slight omissions they will grow until some man is found in a serious disobedience of orders. And it will be all your fault. If you wish to go slowly at first in enforcing your orders inflexibly, go slowly in giving them, not in demanding execution. Wilful disobedience of orders is one of the gravest military offenses, a violation of the man's oath at enlistment, a slur on the ability of the troop leadership, and a blot on the *esprit* of the organization. Do not let it be true that you led to this through your shiftless squad leadership, whether due to your laziness, ignorance or moral weakness.

It may happen, though rarely, that a combination of circumstances has goaded a man into positive insubordination on some certain point. Considered psychologically he has concentrated his faculties to oppose some order—forcing them from the normal easier channels of obedience, he is stubbornly holding them directed solely on breaking out this new channel of disobedience. It will be exactly wrong to oppose him directly on this one point, for that will assist in keeping his faculties concentrated in opposition, and will but increase the evil. If such a case must be dealt with at once, you will do well first to divert his faculties by quietly requiring of him some simple thing, like adjusting his uniform, or correcting his position, in which he

will obey through force of habit. And thus through easy stages you may develop a state of feeling in which he can discuss the situation reasonably, thus regaining control and saving him from grave consequences. This is illustrated by a principle in horse training. Often where you persist in attempting some one movement the horse becomes stubborn and refuses to move at all. It then becomes necessary to change absolutely to some simple thing, that you are sure he will do at your command—perhaps to walk, halt, and walk again. Thus you re-establish control, and then through steps that he will perform, return to the first test of obedience, and find him tractable.

If in any particular case the above methods have failed, there still remain the sterner methods of enforcing military control. Your authority must be respected. It is backed by the entire military force of the nation.

“Actions speak louder than words.” A military leader does not preach. Generally it will be by brief expressions, by holding to a standard of performance, by your own invariable conduct and your example, that you will attain the desired results. You do not keep your men “on their toes” by telling them that you want them there, but rather by making the work so interesting, by putting so much snap and vitality and intelligent direction into it yourself, you bring them and hold them there unconsciously. Then, after the work is over they do the talking about how snappy it was, and you get the credit.

Whenever you do address remarks to a group of

men, first see to it that all of them are giving you attention. It is ridiculous for you to be talking to them, and they wandering about, interested in their own affairs of conversation. Always call them to attention first, and see that they have all obeyed it; when they are all quiet and attentive, then you may talk, and may properly hold them responsible for having heard what you said. They may be "at ease," but they must be attentive. If the men be in ranks at attention, direct them "look to me," as eyes to the front is part of their military position, and generally you want their eyes on you if your remarks are of any moment.

The leader is held responsible for the appearance, conduct, and performance of duty of his men. He accomplishes this first by being an example; in neatness of dress, care of arms and equipment, punctuality at formations, cheerfulness in performance of all duties, unvarying observance of regulations, military courtesy, etc. And then he must follow up the delinquents, to see that they also conform. If wise, he will do this by arousing the men's interest in keeping up—in any case he must so do it as to avoid nagging. In insisting upon an exact observance of regulations in all small matters, dress, police, stable duty, etc., he is requiring his men to form habits of obedience that will make discipline easy and be of great value later in the service. Why not explain this to the men? It will add to their interest in all their work.

You expect loyalty, so show it yourself to your superiors. If you receive an order for your command

to perform a disagreeable duty, go to its execution loyally; do not try to purchase cheap popularity with your men by saying that "so and so has ordered this and we've got to do it." This is too cheap, and your men will know that you are not playing your part in the teamwork. Nor may you even listen quietly while your men curse the order. Remember that your team is part of the next higher organization and that you are working to make that the best in the service, to make your men proud to belong to it and proud of its leader. Seek to learn the spirit of an order, then execute it loyally. That is the example you want to give, and the service you owe your superiors. Do not be so petty as to spend time criticizing the form or wording of an order, or so unmindful of your part as a soldier.

It seems as though every organization has to have at least one man who is always "agin the government." His mentality and force may have made him a leader, but he has the curse of pessimism, and his lifting force in any proposition toward progress has generally a negative sign before it. If you are this unhappy individual, lay violent hands on your temperament, and the next time enthusiasm begins to stir a conference, curb your impulse to kick, and see how it feels to get behind and push.

One of the essential qualities of a good soldier is cheerfulness. That squad is indeed unfortunate which does not count among its members at least one indomitable soul (generally Irish) to jolly it through the endurance of hardships. This quality may be culti-

vated in the "squad spirit," and should be. Some swinging song, peculiar to your outfit, will bring it happily into camp, when others are barely dragging along the dusty road. In any event, growling at hardships is only demoralizing to *esprit*, and weakening to the powers of endurance. It must not be tolerated. Ability to endure hardship must characterize a successful army. It is claimed that modern Americans lack it. We are to disprove that statement.

In performing work assigned his command the leader must not actually work with his hands, any more than an officer would enter the firing line with a rifle in battle, not because it is beneath his dignity, but because he is in charge and must give his attention to control and direction, and to the observation of his men in the work. How often we see an inexperienced noncommissioned officer in the ditch with the shovel, while a wise private smokes at ease on the bank. There is no one thing more conducive to dissatisfaction than for the leader to allow certain smooth "dead-beats" continually to put it over on the others who must do their share of the work. No, you had better be in observation, and using your faculties to see that the "smooth ones" get their full share. This will add to *esprit*. Where the task is unfamiliar or difficult, conditions might easily arise in which you would do best to jump in and set the pace for a minute. But you are not to put yourself in as an equal in sharing the work.

And how easy it is always to call upon the willing ones to do the task. Smith is full of good spirits, a will-

ing worker. So a careless squad leader, or one lacking confidence in his own authority over his men, will always send Smith to do this and that. Instead of always putting the work on the cheerful ones, on the capable ones, thus putting a premium on worthlessness and sullenness, a good leader will see that the lazy and sullen get at least their full share of the hard work, thus showing himself just, and capable of handling his team.

If you could only appreciate the value of arousing the men's interest in the work at hand. Imagine a detail of recruits digging their first kitchen incinerator. They may be shovelling dirt to kill time for all they know. But first let the corporal tell them what they are going to make, what an incinerator is and what it is for, and that each company kitchen has to have one. He may thus arouse their interest in it, and their pride in making theirs the best in camp—and now see them work. So, with each task, the men should know at least what they are about and why it is necessary; and so be allowed to participate with you in the pleasure and credit of doing it well.

Most tasks require especial forethought and planning on the part of the leader. You have got to sit down and study it ahead of time, foresee every detail, and plan to meet it with system and the least friction and lost motion for the men. Then only will you be able to conduct the work as a real leader should. Failure in this is far too common. You see regular officers conducting the work, detraining a command, breaking a camp, what you will, everything working smoothly,

and seem to think that the officer does this by inspiration. In reality, if he does it smoothly, it is only because he has anticipated each step and planned ahead for it.

Do not assume that in putting on your uniform you have clothed yourself with any peculiar omniscience that will enable you to guess right as the situations arise. The best trained lawyer would not appear in court without specially preparing himself to meet the conditions of the case in hand. It is equally necessary for you to plan ahead your line of action; and those who appear such successful leaders have thus prepared themselves. If a foreman on a job employed his men without intelligent direction, in the shiftless time-killing way most noncommissioned officers go about a piece of work, he would be properly fired by the superintendent. The men themselves would be disgusted with him. When you are detailed to do a piece of work, size up the situation and plan it so that when the men are at it they will work with the highest degree of efficiency. Do not have men standing about idle. Get the work done and let the men go. If you have eight men to do two men's work, divide it into four reliefs, and make each two hum while their shift is on. Anticipate what tools you will need, get everything in hand, allot the work to the men, and then go to it. They will like it any amount better than dragging around for twice the length of time.

In the military service certain rules are always observed governing the relations and intercourse

of military men. Long experience has proven them most conducive to discipline, and essential to control on the battlefield. They are the growth of centuries of experience, and are much the same in all the armies of the world. They forbid improper familiarity between the noncommissioned officer and his men, or between officers and enlisted men. They prescribe the military salute, the military forms of address, the position of attention, etc.—all are visible signs of discipline and characterize the organization that has a fine *esprit*.

The observance of this relation between leader and men is difficult for both if beginners. It will help if both have a clear understanding of its necessity to preclude the possibility of questioning an order from the superior. Experience, bringing respect for authority, soon makes this come easily. For the chief still treats his subordinate as a fellow human being, when occasion warrants shows an interest in his personal affairs, and, while they enjoy a fellowship in common service, the chief still holds back that something of intimacy which keeps clearly defined the line of subordination. This is done without patronizing, for the subordinate must not sacrifice self-respect, but rather feel pride in his work, developing self-confidence and initiative.

Even more difficult is the not infrequent situation of the subordinate, keen on his job, ambitious for himself and his organization, who feels sure he could suggest changes for the better,—and too often he could.

Good leadership should make this possible,—for it is a rare man whose management is beyond improvement. But be sure the suggestion is good, choose carefully the occasion, and most carefully the words in which you make it. You can thus avoid offending the rights of superior command, and often attain the improvement to your own credit and that of your superior.

And how shall the ambitious man gain the attention of his superior? By smartness of appearance, and cheerful performance of every duty. If the captain himself does not mark you, his attention will be called to you by others. You can never win by talking, and above all avoid anything that smacks of "freshness." Learn your job. Your chance will come some day, quite unexpectedly. Go to it coolly, with quiet confidence, even if you feel rattled.

A soldier's career may depend largely on how he is started in the service. The noncommissioned officer must consider this in dealing with recruits. They have no clear conception of what it is all about, you must explain the why of many things, and arouse an intelligent interest in the drill and all forms of work. Recall how stupid and unreasonable much of it seemed to you in your early experience. The recruit soon learns to look to you for instruction and advice. Keep that relation in use. Later you may have opportunity to advise him about his conduct, and thus keep him out of some trouble into which his own thoughtlessness or shiftlessness or even viciousness might lead him. Men are going to have grievances. Encourage them to come

to their corporal freely with their troubles, and let him use his tact in settling these matters for the best good of the organization spirit.

And how important that you seize the recruit and, from the first step, exact the most rigid accuracy and observance of military regulations. He will then commence forming habits of exact obedience. He will be military and glory in it. Civilians generally admire the military; and in their eyes you are a wonder of perfection and precision. How disastrous then if you appear before them uncertain or indifferent. You first disappoint them, and soon deaden or disgust their keen appreciation and ambition. You inculcate habits of indifference rather than of smartness. Think of that, you leaders, and do not disappoint your men by being easygoing, indifferent soldiers. Be military to a degree, and make them the same. They will admire you for it, and your captain bless you.

You must have imagination, or acquire it. The cold prosaic matter-of-fact brain makes a poor leader in a battle exercise at drill. Imagination and spirit must make him see the enemy when there is no enemy, feel his coming through those distant woods, see him break into the open, see his column form for defense as you launch your attack. You must not only be able to see this yourself, but have the power of expression to make your men see and feel it.

And in war, you must have imagination, to enable you to anticipate the moves of the enemy. As you

advance you will constantly consider the situation from his point of view, foresee how he may use the terrain to meet you coming as you are, and prepare to act quickly to meet him. Then surprise will not benumb you. In fact, you are anticipating him and there is no surprise.

Competition and rivalry are good among equals. They are an application of the principle that men take pleasure in excelling, and in having their excellence recognized. You will use this in building up *esprit* in your squads, your platoons, and your troops.

But it is a narrow-minded policy to arouse *esprit* in your arm of the service at the expense of other arms, by invidious comparison or by holding them up to scorn or ridicule. He who does this has missed the vital spirit of teamwork so essential to the success of the army. He has failed to appreciate the interdependence of the arms, and how each must have confidence in the other and give it loyal encouragement and support in the time of battle. He is ignorant of the "Brotherhood of Arms," and not only is he thus showing himself unworthy of leadership therein, but he is lending his influence toward weakening that so important bond.

The proudest characteristic of the service and that one most jealously guarded, is the nicety of its honor. The plain statement of an officer, "I do so and so," is as good as his "I certify on honor." Practices that might be accepted in civil life would be intolerable in this knightly brotherhood. An officer is a gentleman,

and if he fails of that standard, the law knows but the one sentence of dismissal. Truthfulness of statement is absolutely necessary to military intercourse. The machine cannot work on any other basis. The liar has to get out. Measure yourself by this standard, and your relations with your fellows, and with the men under you, cannot go far wrong.

DISCIPLINE AND MORALE

IN the peace time regular service discipline was attained by continuous hammering, twenty-four hours a day, seven days a week. In the present training, time is limited, and it is unreasonable to expect to get discipline by the same methods. In fact, the means of getting it will always vary with the circumstances, following fundamental principles which are discussed under Training. It is a study for each leader, largely determined by the human equation, the leader's, as well as his men's. "A knowledge of human nature is half of the art of war." But in general you are dealing with intelligence, patriotism, pride in the organization and love for the flag. Use these advantages fully; explain how discipline is absolutely necessary for efficiency and even for self-preservation, appeal to the *esprit* of the organization, and to the individual's pride in being well disciplined, and then help to establish it by constant practice. Remember you are dealing with men who want to be good soldiers, with men of intelligence and civil standing perhaps equal to yours, men who welcome efficiency, and will eagerly accept your precepts so long as you are good enough yourself to make it appear that your precepts are good medicine. And whenever you can, tell them the *why* of what you are doing. Enlist their intelligent interest, and quick results will follow.

Discipline must be cultivated and maintained in any group of men working together for a common end, and its quality must be adapted to the end in view. In driving a tunnel or erecting a skyscraper the success of the job and often the lives of the workmen depend on the bosses' having aroused a discipline which makes each man faithfully perform his part in the task, and sure that each other is doing the same. And the discipline that holds the stokers faithfully at their furnaces in a storm is different in quality and development from that which keeps the lone coast guard faithfully on his patrol of the coast.

So in the army each arm of the service is training its men to play their particular parts in campaign and battle, creating a discipline that will make them hold true to standard in that strain, and roar, and loss of life. For artillery this means the perfection of teamwork in the battery, cool precision and mathematical accuracy in launching projectiles along nicely calculated trajectories, to smash targets they have never seen, or to keep an impenetrable shield of high explosives in front of our advancing infantry. The very antithesis of this is the "bird-man" in the aerial service. Here is the acme of individual freedom and daring, the essence of sportsmanship. Its spirit is best expressed by the young American aviator who wrote home, "I am over here flying one hundred and twenty miles an hour. Now I know why birds sing."

But it is the infantryman who must have the highest type of discipline to meet the strain of modern

battle. For him no flight of bird nor dash of eager horse in mounted charge on which to spend his excess feelings, he has no heavy cannon whose immovable mass will not betray his trembling nerves. His weapon is the sensitive rifle, reflecting in its action the slightest flicker of the nerves, powerless to do execution unless in hands made steady by an iron discipline backed by a courageous heart in a body trained to the highest pitch of physical endurance. Even then his battle is but half won, for he knows that victory may be had only when he has closed in personal combat with the enemy. His unconquerable morale must yet lead him steadily forward through God knows what obstacles, fighting step by step to the culmination when he may close man to man in the bayonet combat, to kill or be killed, depending on the excellence of his training. No braver work than this can be imagined.

How pleasantly simple now seems the rôle of the cavalryman in mounted combat. He *rides* along his trajectory, for him the whistle of the bullet is the wind in his ears as the line sweeps forward with a yell. Does he stop to calculate! Does he care a hang! It is the spirit of youth—reckless, daring, unconquerable youth that will not be denied! That is a Cavalry charge, that the fruition of the *Cavalry Spirit* they must foster.

The enemy appears, the fleeting opportunity offers; it's away with restraint, down close into the saddles with a leghold of the horses, and away with a joyous rush to batter him down. It is the sport of kings, the joy of knights of old. He who has never ridden a splen-

did horse in full cry across country has no conception of the feeling of elation, of irresistibleness, of wondering "what can stop us," that fills the breast.

No bloodless man can hope to lead on the field of Cavalry Combat, no weigher of pros and cons who can not decide, no gentle soul who cannot joy in actual encounter; years he may have, but they must not have aged his youthful heart and ardor.

"Cunning he must have for the approach, nerve, and unflinching resolution; then reckless and bloody-minded intrepidity; and withal the power to inspire his men, even the weak-hearted, with the certainty of success and the joy of battle. Though they know some cannot come back, still they like to be deceived, to die or to be maimed, fierce, highhearted, and elated."—*Rimington*.

Much of that spirit is true for all forms of personal combat, and almost any soldier may attain it, surrounded by his fellows, following an intrepid leader. But how different again is the discipline required for distant patrolling that must gain information of an aggressive enemy. The Infantry and Artillery are the *body* of an army, the bone and sinew of its mass and strength. These patrols are the *fingers* reaching out, brushing aside, feeling for a good hold in the struggle to come; flashing back information along the nerve channels to the controlling mind. They work in small groups, often as individual scouts, perhaps a day's march away from their officers, alone with their military consciences. None but God will know whether

they have done their best, whether they have dared enough to accomplish their mission. Whether when opportunity offered for them to gain the information, they had the cool courage and resourcefulness to go in and get it, or quietly skulked in safety and let the opportunity pass. Discipline must develop such *esprit* as will ensure the individual's giving his uttermost, be he lone private, scouting, or noncommissioned officer leading his patrol.

It takes rare courage and a high sense of duty for a man to keep on alone, sole survivor of his patrol, hours away from his command, facing constant unknown dangers, and exhausting the last resource to gain the information his patrol was sent to get. Yet service may demand this of any one, and you will see the necessarily high standard to which he must attain, the degree of training, loyalty and faithfulness to duty that must be his. And that commander is missing the very elements of his task who fails not alone to give opportunity, but to seek opportunities in administration and drill to develop in his subordinates initiative and a sense of individual responsibility. They cannot be expected to use good military judgment in an emergency if never allowed to exercise it in training, nor to have confidence in their decisions if they have always been criticized as incorrect at drill.

And throughout all this, much should be done, especially by leaders, in training themselves by self-discipline. A student once wrote, "I have studied many battles, and now believe that the hardest control

to get is self-control." These bodies of yours are going to rebel strenuously when hardships and hunger bear hard in campaign, they are going to command a halt for rest at the crucial moment when victory lies just beyond the seeming limit of your endurance. Well for you in that time if you have taught the physical man that he must obey the moral.

One of the most potent influences in arousing discipline is pride of profession. Have you ever thought of the reason for the military carriage? Why we insist that when the soldier comes up and addresses an officer he shall stand with head erect, shoulders back and chest expanded, stand squarely on both feet, the proud figure of a man looking his officer squarely in the eye? It is because we want him to feel proud, and show his pride. He is a fellow member in the honorable profession of arms. By his enlistment he has taken a position before his fellow citizens that entitles him to their respect. He has in effect announced that he is man enough to meet sacrifice and hardship and even death; yes, to meet a thousand deaths on the battle-field, and still go on. That puts him in a class by himself. And these are proud words for any man to feel, "I am a soldier." Get this spirit into you, and you will understand why it hurts to see a man standing about in uniform, indifferent to appearance, unmilitary, unclean, altogether out of place in this assembly of superior men training themselves to be fit soldiers in time of need.

And to be a good soldier means to be a better citi-

zen. We proudly trace the traditions of our service directly back to the Order of Knighthood, which for centuries furnished the brain and spirit and sinew to European armies, and indelibly stamped its impress upon our profession. The governing principles of this order, formed to succor the weak and to maintain the right amidst the horrors of the Dark Ages, were abhorrence of cowardice and deceit, humbleness in victory, stoicism in hardship, patience in defeat, and gentleness in the exercise of strength. It set the high standard of "a gentleman and a soldier," and its civic virtues actually made our present civilization possible.

The true soldier stands for that to-day—and his community is better for his living in it. His duty does not cease when he leaves the quarters. In the presence of crime against the commonwealth, of public danger or disaster, in any crisis, he remembers he is a soldier, and is the first to jump to the front—discipline and training have made him a natural leader, a high sense of public duty makes him a worthy one.

This has been the proud record of the American soldiery—ever at the fore in sustaining the public weal, never found working to undo it. Not alone when ordered in time of riot, but always in time of great civic need or disaster—in the San Francisco earthquake, the Mississippi floods, the tremendous problems in Panama and our tropical islands, the soldier has proudly borne the brunt of regulation and control. These should be made the subjects of talks by the cap-

tain, to ensure the men's having correct conceptions of the service.

Of the value of the four elements that go to make up battle efficiency,—numbers, arms, training, and *morale*,—Napoleon says that seventy-five per cent. is morale. He was right, and a past master in the art of developing morale in his armies. And every service manual we have expounds the necessity for developing the morale of our men, though none undertakes to tell how to do it. It will be constantly considered later in discussing training. Too few officers have given this vital phase of training enough thought to appreciate its value nor to have it the constant influence it should be upon their work. They do not seem to realize that they are constantly being weighed by their men, every word and every act having its weight in determining their fitness for command. On the drill field and in the office you are daily either building or destroying your men's confidence in your ability and in themselves,—the confidence which is going to make or mar their success when the test comes. In reality this should be the first consideration in everything you do; how to do it to get the right psychological effect upon the discipline, the morale, of your men. At drill and in directing work, in giving commands or orders, in corrections and commendations, in fact, in all the matters of administration and dealing with the men, think what the effect will be, and so do it as to get the desired effect on the spirit of the whole. If you stop to think, it is remarkable in what little matters this becomes

important. Here is one right way to do each thing, and a dozen wrong ones—and you will use one of the latter unless you train yourself to think of it in this light. It is so easy to disgust men by wasting time and energy, by fool explanations and exhibitions at drill, by always being the last to bring around, and in a thousand seeming trifles, all of which point to your being just short of the keen leader who never misses anything for the advantage of his organization. And each of these instances, properly handled, would have added one cubit more to the stature of your just claim to leadership, to the pride of your outfit, and their confidence in being able to win under your leadership.

To understand the true meaning of morale and how to achieve it, picture it thus:—From proper training grows first the sturdy tree of discipline, which later blossoms into *esprit de corps*, and ultimately comes to fruition in morale. It is defined as an instinctive feeling of strength and superiority; that which, at the very outset, gives a feeling of confidence, an assurance of victory through our own unconquerable ability. It is seated in man's loftiest sentiments, patriotism, pride of race, righteousness of his cause, abhorrence of the enemy's crimes against humanity, devotion and self-sacrifice, regard for comrades and loyalty to leader. It may be developed by appeal to these sentiments in intimate talks by the leader, always pointing the way to ultimate victory, bringing cheerfulness if that be needed.

But as regards the daily affairs of training, always remember this, that morale springs from an

honest confidence. It therefore rests fundamentally on doing such thorough work, being so precise at drill, the leader always being so sure and accurate, as to inspire confidence in the excellence of the instruction and in the ability of the leader. Then you may honestly believe yourselves able to play your part surely when the test comes. No use to talk or sing this belief into yourselves. It will be found about as valuable as the collar on your glass of beer, if it springs from the same source. It can come only with the consciousness of doing good work, and every outfit should have a few drill movements that it can do perfectly, for it is in doing them thus that the feeling properly grows that you are good, that your training is good, and that you will be able to carry through no matter what comes.

And later, in time of strain, when disorganization and flight are impending, to be put through one of these well-known movements will help steady you into a machine; while the knowledge that you are capable of such controlled action will have tended subconsciously to hold off the panicky feelings.

Because training a football team is psychologically so like that of a military squad, morale being more than half the battle, and because in discussing football we are dealing with situations which are well known and therefore perhaps better understood, and because the following remarks of our old coach at West Point to the football squad at the beginning of the season are so full of meat equally applicable to you, I quote them here: "You must begin by mastering the fundamental

plays of the game. Merely to know what they are will not answer the purpose at all; you must be able to execute them completely and accurately, at any time, and under any circumstances. And each one of you must know the part to be done by each of the other members of the team. This is the very foundation of teamwork, and without teamwork your efforts will not be successful. It is up to each man to master these rudiments at the start, and he must be honest with himself about it, and be his own severest critic. One man may spoil the work of the whole team by pretending he knows, when he does not.

“ Such knowledge and ability are invaluable in both offensive and defensive play ; and the team which has acquired them has confidence in its own ability to win on the merits by making each play go.

“ The best plays on the offense are often the simplest plays, when they are made by a team which knows it can make them go. A team which cannot make simple plays well, can never do anything worth while with intricate plays. Many a championship game has been lost because the team had no simple play by which it knew it could make a yard. The best defense can hardly keep a team from making distance when it knows how to make a simple formation, and makes the play go with a spirit born of the knowledge that no mistakes will be made, and that the same play has always made ground before. You can get along and do well without intricate plays or brilliant individual effort, but will fail if you do not know thoroughly the ‘A.B.C.’ of the game.”

PSYCHOLOGY OF BATTLE

THE psychology of control of men on the battle-field is a big subject, of vital importance to leaders. Enough here to bring to your attention a few salient facts, which you must consider in training.

Man, an individual, is largely controlled by his emotions—they color his judgment in the calmest moments, in excitement he is likely to become their creature. Men in a crowd are swayed by impulses often so unreasonable as to seem absurd and impossible to any one of these same men standing alone. This is illustrated time and again by the unreasoning, often ridiculous, conduct of mobs.

The strongest instinct in man, handed down from primal times, is self-preservation. When he feels that life is threatened, fear obtrudes. If this fear *possesses* his being, his faculties are paralyzed, his eye distends till vision is obscured, breathing is spasmic, muscles tremble and physical exhaustion impends; he neither hears nor reasons. At any moment he may blindly abandon all previous standards of conduct, and, forgetful of honor and duty, regard only his safety. Discipline and morale are to make this unlikely to happen.

In a command of soldiers on the battlefield, you have a crowd subjected to the strongest emotions, the ideal condition for developing a mob. They are beyond belief sensitive to emotions. Impulses sweep through

them as easily as sound waves through ether. If this condition be allowed to grow, the most trivial thing may start a panic that will sweep all before it. This is the battle nightmare of experienced generals, especially in dealing with raw troops. History is full of instances where whole commands have been swept away in panic over the shadow of nothing. Here is the time for cool leadership, for officers who feel the pulse of their men, who know their very souls, and have learned how to steady and control men. Themselves appearing nonchalant, they will be constantly watchful to prevent the strain from reaching the breaking point. They themselves, by suggesting hopeful thoughts as to the conditions of the battle, by one means or another, will be the author of the impulses that sway the men, and thus by the aid of training and discipline, they may bring them through the crisis.

Another not infrequent battle picture is the individual, gone mad. His faculties are benumbed. You have known him as a fine type of man and soldier, and now behold him acting like an idiot. There is no control for him but through the habit of obedience, the result of rigid training, now enforced with an iron hand.

With these true pictures clearly in mind, you may now read understandingly the real history of our past wars; and may fit yourself not to go into battle unprepared to meet similar conditions, surprised to find your easy control of the drill field gone forever. By giving thought, by observation and self-training, prepare your-

self to be controlled and resourceful in emergencies; take advantage of every opportunity that offers even mild excitement, to study the conduct of men, and above all, how it may be controlled. Whenever working with experienced officers, study their manner and expressions for points on control. Think how you would handle each situation, till your mind learns to respond easily to the call of emergency.

You may well accept the cold fact that fear is going to be present upon going into battle. Anticipate this, and do not lend to its power for producing paralysis and demoralization, the potent element of surprise. Accept the fact, and plan to meet it intelligently.

For courage can be developed to a degree; and must be. It is the essential moral quality for a soldier. It is possible only with a good physique, good bodily health, and confidence in self, in comrades, and in leaders. This clearly points the way for the training to be given:—development of physique, till the man is “hard as iron,” proud and confident of his power to endure hardships; practice in the use of arms and in military exercises, till he is at ease and sure of himself in any situation; and all the time, such use of teamwork as to make him sure of his comrades and his leader.

This will help, but still we must deal with fear. It was Marshal Ney who said, “The one who says he never knew fear is a compound liar.” And the great Turenne, who said to himself upon entering a

battle, " You tremble, body. Well, you would tremble more if you knew where I am going to take you."

But we are not to let this fear betray us. Rather shall we self-train ourselves, mentally, morally, and physically, our children in our homes, our youth in our schools, our manhood in the pursuits of life, to a high ideal of patriotism and intelligent devotion to duty. Then we may be assured that in battle love of country, the honor of our flag and pride of birthright will inspire the trained soldier with an irresistible élan which will lead him to victory.

MILITARY TRAINING

“Training is not only the surest way to victory, but also the surest means of avoiding the useless sacrifice of countless lives.”—AZAN.

AND the training has got to be good. It must make our soldiers and leaders better than any other. How may we arouse a realization of what that means of individual endeavor? How implant an appreciation of the spirit that is essential, a knowledge of the methods and details of training that must be employed? For we must learn our lesson now, not wait to learn it from frightful losses, “the useless sacrifice of countless lives.”

We have to train millions of men, and their tens of thousands of leaders. It would be hopeless but for their spirit and intelligence which make self-training possible. We can give these young leaders but rudimentary training, and thereafter rely on their enthusiasm and determination to develop themselves to meet their tasks.

Not every one can make an instructor of men. Some are born so, many may acquire it by self-training, a few will be doomed to failure. And the fate of an operation, even of an army, may depend on the results attained by any one of these! It is a terrible responsibility, and honest men will strive seriously to fit themselves to meet it worthily. There is much that may

be studied to help them, much that even officers of long service may reread to advantage. I who write this know that from personal experience.

The first necessity is a clear mental picture of your job. What it means. How you should feel, think, and act in the execution of your office. The French particularly appreciate the great value of psychology in training, their manuals tell the young officer how to feel and think, and who of us will not now accept with admiration the correctness of the teaching that developed the morale which has enabled their armies to perform such miracles? Let us strive to emulate it. Study well the following paragraphs from their Manual for Commanders of Infantry Platoons. Each sentence is a sermon, to be analyzed and digested, containing thought for an evening's discussion.

THE COMMANDING OFFICER.—The action of the commanding officer has a decisive influence on the morale of the command.

The commanding officer should be well trained, be an example to his men, and really "command" them.

Instruction.—The lack of knowledge in one who should create confidence among the men is a misfortune, for it causes timidity. The commanding officer "who knows his business" demands only useful efforts from his men; he does not use them prematurely or expose them to useless loss in battle.

The Example.—Any organization is the reflection of its commanding officer. It is the most severe judge of him; it pays attention to his lightest word and observes all his actions. It only asks to be able to admire him and to

follow him blindly. The best reward of a commanding officer is the fine behavior of his command under fire.

To Command.—The commanding officer leads his organization because he knows how to be the most ardent man in it; but he is also its master, because he always knows how to keep cool and to use good judgment. Nothing should be hidden from him and the command should give him its entire confidence. *To command* does not consist in merely giving orders. *To command* is to *give an order* and to *see that it is executed*. It also consists in being constantly on the alert; in keeping informed of everything that is going on around him; in originating orders if none are received, or in taking the initiative; in giving the necessary instructions at the proper time; and in keeping his inferiors constantly informed of existing conditions.

The authority of a commanding officer makes itself apparent first of all by the discipline of his command—execution of orders, bearing, outward signs of respect, cleanliness, good condition of arms, and correctness at drill.

In battle a disciplined command fights well, but undisciplined troops escape from their chiefs, throw away their arms, surrender, or run away.

ADVICE TO A YOUNG OFFICER.—*Influence.*—A commanding officer should impress himself on his command by his superior qualities. There is no single type of commander which young officers can take as a model, but each one should reflect and try to determine what natural or acquired qualities give to the best commanders of his acquaintance their influence over their commands. An officer recently promoted should not be content with thinking that he has been made a commander simply to secure obedience under ordinary daily circumstances. That would only indicate that his rank is respected. He should not be satisfied until he has patiently gained the confidence and the heart of his men; until he is certain that they have given themselves

absolutely to him, and that they will obey him even to the death.

A young commander should remember that in critical times the authority that emanates solely from his own personality will always be far more efficacious than that which comes from the regulations.

Moral Qualities.—A commander raises himself in the esteem of his men above all by the qualities of his character, and rightly so, for energy, initiative, will power, perseverance, precision, judgment, self-control, sense of duty, and self-denial are qualities without which the finest gifts of intelligence remain of no value.

Among the qualities of mind, a general and extended military education is not produced in the course of a campaign; but every officer can and should possess himself of a thorough knowledge of everything that concerns his duties. If he has precise knowledge, he has confidence in himself, proper decisions will come readily to his mind, he will express himself calmly and without hesitation, and he will command the attention of the men; on the contrary, inappropriate or contradictory orders, given in an uncertain or nervous manner, inspire doubt as to their efficiency. The French soldier obeys blindly only when he has a blind confidence.

A commander is loved by his soldiers when he has a sense of justice, an absolute uprightness, is concerned with their well-being and pays personal attention to it. The soldier submits readily to all severities for which there is a reason, and, in his heart, he gives to excessive indulgence and weakness the consideration which they deserve. Justice does not consist in treating all men exactly alike, but in exacting from each the full exercise of his faculties and powers, and in rewarding meritorious actions in accordance with the efforts which they have cost.

The habitual attitude of the officer is also of importance; lack of dignity in bearing and language, vulgarity,

and familiarity are never proper for an officer; everyone can be correct, simple, and dignified without holding his inferiors at a distance, and without preventing good humor and gayety, which, like hope and absolute faith in victory, are so readily and so happily imparted to others.

During bad days, when the men are discouraged, the officers and noncommissioned officers form the foundation on which the spirit of the company is rebuilt; they remember that "no matter what comes, one must never despair"; that there is no good reason why the enemy is not as badly decimated and depressed as our own troops; that in war, Dame Fortune has astonishing rewards for those who do not give up; and that complete victory belongs to him who is able to hold out a quarter of an hour longer than the other.

The Spirit of Precision—The Importance of Details.—In addition to those moral qualities necessary at all times, it is important that the young officer go deeply into the new requirements of war, which, at the present time, depend so largely on scientific qualities.

To-day every attack, every stubborn resistance, risks failure if the force engaged has not prepared its ground, its matériel, and its personnel with a minuteness superior to that of the enemy. In this preparation, where every detail is important, the least neglect must be paid for in the end.

The noncommissioned officers and the chief of platoon of infantry should realize that no matter how brave they are personally, their task will not be accomplished if they do not constantly apply themselves to the details which no other officer can attend to for them. Order, method, mechanical precision, and horror of the terms "almost" and "unfinished" have become essential qualities, the absence of which will surely expose a commander to the most serious disappointments.

Orders Received and the Initiative.—Command is exercised

in accordance with the following principle: The superior determines the object to be attained, indicates his intentions, and defines the tasks to be executed by the subordinate elements; he leaves to the latter the choice of means for their execution. Officers and noncommissioned officers should make good use of that *initiative* in choosing the best means leading to the desired end.

Initiative does not consist, as is sometimes thought, in the right to modify an order that has been received, when it is thought that the result obtained will be better; such action is disobedience.

However, a noncommissioned officer should act on his own initiative:

First. To complete and develop an order when intentionally or otherwise the commander who has given it to him is silent on certain measures of detail which it is intended to be left to his judgment.

Second. When, for any reason, an order is not received and a decision is necessary. In this case he must give an order and report his action. He may be mistaken as to the urgency of the case, but the commander will always consider that "the only faults which merit reproach are those of *inaction and fear of responsibility*."

Finally, in *very exceptional* cases, for example, when the situation is entirely changed between the time when an order was issued and the time it was received, initiative may lead one to act in an entirely or partly different way from that ordered; it is necessary then to be absolutely certain that "in disobeying the *text* of the order the *intention* of the commander is carried out," and a report of the action taken must be made without delay.

In all other cases discipline demands that orders be obeyed promptly to the smallest details which the commander has thought necessary to mention. Initiative is only exercised in regard to those details which have not been mentioned, and action on these should be in accordance

with what is known of the commander's intentions and manner of thought.

Orders Given.—The principal quality of an order is clearness. In war, *misunderstanding* is a more dangerous enemy than lack of discipline; more frequently than otherwise it destroys the strict execution of orders.

A subaltern officer often has the advantage of being able to explain and comment on the orders which he gives his men; their intelligence is thus brought into play, and they are more willing to carry out orders of which they understand the necessity.

But it is also necessary that the command understands that this is only done for the best interests of the service. It should be none the less ready to execute strictly, without hesitation or question, an order given without explanation. That is the very basis of discipline, and one can not revert to it too often, even if only as an exercise.

Frequently the orders of a noncommissioned officer are not properly obeyed because he gives orders to a lot of men collectively when only a few are required to do the work; each man then looks to his neighbor to carry out the order. The one giving the order should always divide the work up and assign it by name to the men who are to execute it. It seldom happens that a man who has personally received a clear and positive order will disobey it, but he will often try to evade an ambiguous order. Before formulating an order one must be sure that it can be carried out and is not capable of evasion; it must say exactly what is desired and no more; the system of demanding more than is desired in order to be sure to have enough must be avoided. Whatever is ordered must be obtained; the difficulty is to properly estimate what is reasonable and profitable.

When a precise and correct order has been given, an immediate and severe penalty should follow its non-execution.

It is not admissible for an officer or noncommissioned officer to fail to pay attention to a flagrant fault that he sees committed, under the pretext that the guilty person is not under his direct orders. This frequently happens, either through indolence or through fear of wounding the sensibilities of the commander of the man at fault. A noncommissioned officer is the superior of all persons in the military service who are of inferior rank. He should realize his authority and not make himself an accomplice of a man who misconducts himself in his presence. He should intervene tactfully and firmly and insist that the orders and regulations be carried out at all times and in all places. All slackness in camp and in the trenches arises from the failure to observe this principle.

In the company the noncommissioned officers should be the mainstays of their squads or sections, and they should never refuse advice to a man who asks it, or a solution of a difficulty which he brings before them. An excellent means of having little to repress in the interior management of the company is to lay down the principle that a man is never at fault when he is covered by the previous approval of a noncommissioned officer, but that he is always to blame when he has not referred to him if he has any doubt as to what he should do. On the other hand, a noncommissioned officer will be considered as unfit to command if he avoids accepting his responsibility of giving a direct reply.

Therefore the young officers and noncommissioned officers should never forget that they hold a part of the principle of authority, and that it has been confided to them with the understanding that they will not allow it to suffer under any circumstances.

Relations of Officers Among Themselves.—Officers of the same company mess together; meal hours are hours of relaxation during which it is proper that they become sociable, but whatever the familiarity that exists then, the

deference due to experience, age, and rank must never be forgotten.

The respect shown by the lieutenant to his captain, his attention and punctuality in observing all his instructions, will be quickly observed by the command and will teach it obedience and military spirit by the best method—example.

THE COMPANY.—The company is the organization which appeals most to the soldier. It is the largest unit in which all the grades and men can be personally acquainted. It is the smallest one that can be charged with elementary tactical operation.

It has its own number, and its customs; it differs from its neighboring company. Also the captain is the real commander of his men; he is the confidant of their troubles as well as the compulsory intermediary of their requests. Nothing that concerns them is done without his advice. He has, in a way, a universal rôle, which there is no need of further defining here. He is responsible for every one in the company, and consequently has entire charge of all his subordinates.

The Chief of Platoon.—The chief of platoon is purely a military chief; he is the head of the strongest unit that can be controlled by the voice and kept in view when deployed. The platoon is the elementary group in battle; it engages, fires, and fights as a unit; it always acts as if its power was concentrated under a single head—that of the chief of platoon. The rôle of the latter is therefore most important.

Having under his orders only 50 men whom he never leaves, the chief of platoon is the only officer who can know in detail the character and aptitude of each one, and he is best qualified to judge of their daily morale and of the tactical situation, which he should always keep in mind (security, liaisons, observation, damage done to the enemy, etc.). On account of his other duties, he should require

that the noncommissioned officers give him full support so that he may maintain his moral and tactical rôle.

The Sergeant Commanding a Half Platoon.—The sergeant is, in practice, the first noncommissioned officer who has considerable authority, and, besides, he commands a sufficiently small number of men so that he can remember or note all the details concerning them—clothing, equipment, armament, supplies, etc. This is his rôle. His many duties can be expressed in the following words: To do whatever is necessary in order that the personnel and matériel of his half platoon shall always be present and in good condition. In a well-disciplined half platoon the officers need only make several daily inspections and do not have to do the work of the sergeant.

In battle the sergeant commanding a section has an important rôle, that of file closer. His superiors must speak to him often; tell him that fear is contagious; that the safety of the country requires that any weakness or the beginning of any confusion must be immediately suppressed; that to hesitate to kill a coward is perhaps to preserve 20 enemies or to cause the death of 20 comrades.

In the advance the sergeant does not put himself in the firing line, but sees that all the others are there.

In order that he may perform his duties in the most energetic manner it is necessary to give him much greater authority in the field than in peace time.

The Corporal.—The corporal lives intimately with his men; he is their mess chief and justice of the peace.

The best corporal is the one who always has hot soup and food for his squad under all circumstances. The sergeant should not delegate to him any part of the permanent responsibilities which he should assume himself. The proper employment of a corporal consists in confiding to him the execution of successive and well-outlined tasks. From the grade of corporal those men who have

shown the best qualifications for command are chosen as sergeants.

Selection of Specialists in the Companies.—The qualities to be looked for in selecting specialists are:

Clerks: Well ordered and accurate mind; discretion.

Liaison agents: Absolute devotion; legible writing; aptitude for making comprehensive reports; memory of terrain.

Observers and lookouts: Good sight; coolness.

Signalmen: Good sight; memory.

Riflemen: Vigor; daring.

Grenadiers: Aptitude for sports.

Stretcher bearers: Physical strength.

It is difficult to pick out specialists without diminishing the efficiency of the rest of the section. This great inconvenience will be lessened by the chiefs of platoons training or having trained numerous substitutes and observing that none of those on special duty who remain under their authority lose the qualities and fitness of the men in ranks.

SENIORITY.—It is important that the relative seniority of the sergeants, corporals, and first-class privates be always definitely fixed, so that, if the case arises, there will never be any hesitation on the part of the one who should automatically take command and become responsible.

The lists of seniority by rank should be made up, and the newly arrived informed.

The rule is that when two or more military persons assemble for service there is always one who is in command, the highest in rank, or if of equal grade the one of longest service; the lieutenant will thus establish the order of rank among the men of his platoon.

But in battle, when the lower noncommissioned officers have disappeared, it is necessary to take from the ranks the bravest private, and one who is not necessarily the senior. He leads the others; he is the commander.

It is necessary to impress this on the command: If the

rules of seniority are correct in ordinary life, during battle they cease to exist among soldiers.

In the same grade, officers with permanent rank take command over those with temporary rank.

Now go back and read that all over again, and then mark the passages that refer particularly to your personality. Reread it daily, until you have so thoroughly absorbed it into your system that you may use it unconsciously. Measure yourself by these standards, until you have measured up to them.

HOW TO CONDUCT DRILL

HERE is the daily recurring test of your ability, the measure of your progress toward making good. Few will reach perfection. A drill master that is even good is always conspicuous among his fellows on the drill field. We have got to improve that, if we successfully meet the present emergency.

The first essential for the proper conduct of a drill is that the drill master have a clear conception of exactly what that particular drill is for, what it was designed to accomplish, why he is conducting it. With that definite object kept constantly in mind, he should find himself able to do the reasonable things for its attainment, and avoid doing the things that are going to interfere with it. And the men in ranks must also know what they are trying to accomplish, thus enlisting their intelligent interest and co-operation.

We will therefore discuss separately the different kinds of drill, to see what is the exact object of each, to try to catch its particular spirit, to see what makes it good and what may spoil it. This will be based on Infantry Drill, which requires a higher degree of training than any other arm, in which the principles and even many of the details are common to the drill of all other arms.

CLOSE ORDER DRILLS

The first trouble here is failure to mark the difference between this drill given as a drill in discipline, and the same drill given for the instruction of beginners.

Let that sink in. You will see many drill masters confusing the two, trying for both objects at the same time, and in consequence getting neither. For both the spirit and the details for the conduct of these drills are diametrically opposite for the two effects. While the drill of precision is to develop the feeling of solidity, the perfection of teamwork, and habits of a common exact obedience of all to the will of the leader, the drill for instruction must deal with the individual as such, teaching him how to play his part in the game. The one develops the individual, the other the team. We will analyze first the

DRILL FOR INSTRUCTION

Here is where the civilian is changed into the soldier, and the speed with which the object is accomplished will depend on the quality of his instruction, rather than its quantity. He will be eager to learn, for you can assure him his life will depend on the excellence of his training. We must discard regular army methods, the outgrowth of peace-time professional soldiering where time was no object, and use methods based on the intelligence and keen interest of the men.

The subjects for training are prescribed by schedule, so many hours for each. The allowance of time is ample for this drill, if we adopt a system of training the squad leaders one day in advance of their men, and progressing one step at a time each one *learned thoroughly* before taking the next. Let us apply this system to the most difficult situation, where a captain is as-

signed a war strength company of new men to organize and has no noncommissioned officers to assist in the training. Here are two basic propositions that he has got to meet:

1. His noncommissioned officers have got to be developed and trained as such, to learn how to instruct, how to command, and how to lead men. They are to be vital parts of his fighting machine, and their training in these functions may not be neglected.

2. Individual instruction has got to be given to men in *small* groups, if either time or moral effect is to be regarded. It is ridiculous to see one lieutenant trying to instruct thirty or forty men at once in bayonet exercise, aiming and pointing, the school of the soldier, or anything else when individuals need personal instruction and detailed corrections. Ninety per cent. of the men are wasting time. They all imbibe an idea of sloth, stupidly acting minds, slow movement and slower progress. They do not see the platoon getting anywhere, and are first disappointed then lethargic.

Therefore the captain's first step toward training will be the tentative selection of at least enough N.C.O.'s to give one as instructor to each group of eight men. His next step will be to begin personally to train these N.C.O.'s to act as instructors.

In two days he can have taught them so thoroughly the few things he has planned to have them teach the men the first drill day as to justify their appearing as instructors of their squads. And from now on until the fundamentals are learned, the captain can by dili-

gently training them the day before in the scheduled work of the next day, keep them well ahead of their men, and able to transmit his instructions satisfactorily. Meantime they are developing themselves as leaders.

He should cover very little new ground each day, but cover it so thoroughly as not to require "instruction" again. The drill for instruction in each new movement should terminate in a drill of precision in the same movement. Each day's work should include a drill in precision in the movements of preceding days, so none will be forgotten. Each day's work should close by having the squads assembled into the platoon, and the day's work be tested under command of the platoon chief in a brief drill of precision which unifies the platoon and keeps it in the hands of its chief.

Each drill movement thus learned becomes an asset for all future drills. It is surprising how few are the fundamental movements which learned thus thoroughly admit rapid progress thereafter. The drill book looks endless, but taken in this way can be learned rapidly, the platoon and company always putting up good drill.

For the first day's instruction the captain might prescribe *the position of the soldier, fall in, eyes right, rest and attention.* In training the N.C.O.'s for this, he would give especial attention to personal bearing, manner of making explanations and giving instruction generally, tone of commands, etc. He would explain the system to them, that they were to duplicate next day the instruction he now gives them, give no more and

no less, and that his drill now was an example for them to follow. He would have different ones in turn drill the others, correcting, and showing them how to correct mistakes, demonstrating the points for emphasis, those most likely to cause trouble, and how to remedy them.

These N.C.O.'s will be far from perfect at the first drills. But a corporal cannot learn to command without commanding, and the men, realizing that all are beginners with themselves, will now be less critical than later when they know the game better. And these N.C.O.'s must be trained sometime.

This instruction in squads will be given under the direct supervision of their respective platoon chiefs, who should therefore be present at the captain's preliminary training of the N.C.O.'s. This makes for company unity of development, and observes the principle of keeping the commander in charge of his own unit's training. Supervising this squad instruction does not mean taking a central position and watching things generally. It means going from squad to squad, giving close attention to its work, commenting on it, even drilling it for a minute, thus showing men and leader a standard of performance, taking care that everything be done in a spirit of encouragement, nothing to injure spirit, or the corporal's control of the men.

As to the other men of the company during the first two days while training the N.C.O.'s, explain the situation to them and if not busy with being equipped, find some work for them, like building paths to keep

out of the mud later,—even send them all on a six miles' tramp through the country. Anything rather than involve them in mass drills which leave them wandering and hopeless.

The daily schedule of instruction showing specific paragraphs for each day should be posted where all may refer to it. Those ambitious for advancement may then go to the drill field more or less prepared, and thus be fitting themselves for appointment as corporals to replace those who may show themselves unfit. As the captain notes these men, he should try them out in his N.C.O. class; and the platoon chief should call them out from time to time to drill their squads.

This war cannot tolerate inefficiency in any grade. The soldier who doesn't know his job will be killed in battle. That might not be so deplorable, but his presence in the group endangers his comrades. Training must be so keen as to make men realize this. The motto for every drill and exercise is—**BE SO SMART AS TO GAIN A SECOND ON THE ENEMY'S TIME OF EXECUTION.** That second will save your life.

The inefficient must be made efficient, or eliminated. Everybody has got to wake up. Men are no longer in the service as a means of livelihood. They are here to save the nation. Personal considerations no longer have weight. You are good on your job, or out you go is the only rule. And this period of instruction is the time to discover the inefficient and act accordingly. Do not let them "mog" along, dragging down the general average.

Instruction in small groups lets you know the men intimately, and offers the basis for a system of selection. In each platoon during this drill period have your honor squads for the best men. Grade the squads according to excellence, and let the men strive for promotion to higher squads. Keep passing the man who doesn't keep up with his fellows down the line till he reaches the goats, or braces up. Have your best instructor with the poorest men. If he cannot develop them, then consider elimination.

In many subjects of instruction the men may be advantageously given tests of proficiency. There is nothing better to develop thorough work. These tests should be brief, frequent, cover one prescribed phase of instruction, and in some way the men should be rewarded according to results attained. Not to be demoted might be reward enough. A captain of ingenuity can arrange that, with a squad system to work on.

To be a captain these days means not only ingenuity but tireless energy, patience, and ambition for his outfit. Training his N.C.O.'s each day; arranging intelligent schedules so his squads will be kept on their toes at drill, yet not have more than they can do thoroughly; supervising the drills, watching their work so he may say the right things for their development, calling here and there a word of commendation to squad or squad leader whenever its work will possibly justify it, thus putting spirit into both men and leader; anticipating the requirements of instruction to see that the proper

apparatus is at hand on time; and all the time guarding the spirit of the organization, keeping everyone cheerful, full of confidence and ambition. This is a man's-sized job if I ever saw one. Study, sleep, bathing,—these are secondary considerations. There is more than he can do completely, but by giving first consideration to the welfare of the company and its progress in training, he can accomplish wonders. And when his subordinates are once trained, if he has properly allowed them responsibility, they will relieve him of much.

In a new organization the demands of administration are tremendous, the captain may allow them to swamp him entirely. He may avoid this by picking the best qualified man as clerk, detailing a lieutenant to give his whole attention to administration and holding him responsible for its correctness. The lieutenant can learn it as well as the captain, who is personally responsible for so much else besides. His job now is to train a fighting machine, intricate indeed in this warfare, which will work smoothly and surely under his guiding hand. This will take all his attention. He may trust the loyalty of his subordinates to guard his interests in company administration and economy.

In drills for instruction the men must be kept cheerful. For that matter most of the training for war calls for cheerfulness. Men will never learn to be good soldiers in an atmosphere of gloom. A military leader is always being called upon to radiate good cheer. Men are urged to sing on the march, organizations are

encouraged to have their own songs, and when off duty to get together socially and enjoy good fellowship. This creates and cements comradeship, makes the team spirit so essential to conduct in battle, and is an essential phase of training. In the drills of precision for discipline this has little place. They are developing sterner qualities, and are conducted in an atmosphere of force, exactness, decision, submergence of the individual into the team, absolute dominance of the leader.

In drills for instruction you are dealing with the man as an individual. Their object is to develop his personal powers, his personal ability to fight an antagonist, his confidence in himself and his own use of his weapons, in his own physical skill and mental alertness. He must come to feel that he personally knows the game, so if left without leaders in the exigencies of battle, he will have the assurance to carry on courageously. Can you develop him thus in a spirit of gloom, you growling and sarcastic, he sore at heart, humiliated, discouraged, sullen? You certainly cannot. His mind must be bright and keen for the work, the result of a cheerful, hopeful spirit,—and you must so give instruction as to foster that spirit. That may seem difficult, but if you yourself know the subject matter in its niceties, are sure of its details and wherein lies its perfection, you can make progress toward attaining that instruction so interesting and vital that it remains only for you to be a constant example of cheerfulness and the-getting-it-right spirit for the men to respond in kind.

In learning a new movement much time and confusion is saved by using the squad to illustrate it in each one of the details of its mechanism before you try to drill it. Long preliminary explanations are useless. Men are unfamiliar with military language, few have imagination enough to get any mental picture of what you are describing. Explain the object of the movement, then the details of the first step taken at the command march. Have all the men take each his proper first step at the command and then stand fast in that position. Now have them all look around and see how it looks. Make any pertinent remarks. Then order the next step, and again hold fast and look it over. In this way complete the movement. Repeat, cutting down the pauses and comments as results warrant. Very soon they will have done it right. Then carry clear through at command. When this has been done right a few times, change the positions of the men and start all over. One drill thus conducted should have every man understanding that movement for all time. He will not thereafter have to stumble through it, as does his fellow who has not been properly instructed.

Do not be trapped into constantly leaving seven men idle while you teach one stupid man. If it is always the same man who needs additional instruction, he is out of place in your squad. Be sure you are just, then report him to the platoon chief for transfer.

Do not give too much time to teaching the manual of arms in ranks. Men can pick this up more rapidly

and accurately out of ranks working by themselves. At drill, you must illustrate each movement slowly with your own rifle, as you explain it one step at a time. As you do it have the men follow at will into the same positions. Encourage them to practice out of drill hours. Pick the man who does best to stand in front as a leader during the drill in the manual. Tell them to handle the weapon always by the muscles of the arm alone. That the man should acquire such familiarity with its balance and feel, that he can snap it about fearlessly and accurately, nor need to dodge lest he hit himself on the head. Nothing will control the cadence like counting aloud in a *firm tone* in the same cadence as the quick time march.

The accuracy of execution of any movement in marching depends on the proper movement of the men's feet, and the success of many of them depend on the command of execution being given with the proper foot in the proper place. A good instructor therefore is constantly *watching the men's feet* to see if things are right. He can often spot the trouble there, when he would miss it by watching their faces. To illustrate: I have watched a lieutenant trying in vain to make his platoon execute properly "platoon right" from a halt, and it was always ragged. Had he watched the men's feet at the command "March," he would have seen that, where every man should step off simultaneously in the right oblique with a full thirty-inch step, they were starting with one or two hesitating steps, which of

course broke up the line. Try this movement as a lesson to yourself as drill instructor. You may have to face in the same direction as the men and show them how to step off freely in the oblique at the command; you may even have to require them to take the position of the first step completed without marching, to show them what the correct step should be. You will have interested yourself and the men if you get it correctly.

More drill movements are made ragged by the men's failing to step off the full 30 inches in the first step at the command of execution, than by any other one thing. In your first drills have the men exaggerate this, watch it constantly, until at the command "March" you may always see the left legs swinging smartly out in the full step. It will be a helpful habit when it comes to company movements later.

At the preparatory command in movements from a halt, the men sway their bodies slightly forward and to the right at the preparatory command, to put the center of gravity of their bodies over the right leg so it may lift and propel the body forward as the left leg swings smartly its full thirty inches to the front at the command "March!" This preparation for the command of execution makes it imperative, if you want a smart movement, that the command of execution *be given* after a uniform length of pause, and not held indefinitely. If it has been necessary to inject explanations or other remarks, after giving the preparatory command, do not give the command of execu-

tion then, for the men will not be in equilibrium, but start in over again, repeating the preliminary command.

While learning a new movement the men should not be held strictly to the position of the soldier, but rather told to look at the instructor, at themselves in their work, even at their comrades. In learning the facings a man needs to look at his own feet till he gets the hang of it. So in most movements he learns faster by seeing what is going on.

The beginner learns by *imitation* rather than explanations. The instructor gives the command or count for each motion long drawn out, executes it himself very slowly, requiring the men to try to follow him, watching their own members to see that they are right. He then by gradual stages increases the speed till they are doing it quite smartly. He may now continue it by the counts, *one, two, etc.*, as in a physical exercise, commending the men who do well, noting the poor ones for further consideration. The men will soon have caught it, and you are now ready to take it up in the form of a "drill for practice," a smart precise drill for discipline. For this, the whole atmosphere changes. Now start instruction in the next scheduled movement. By such progression, with frequent reviews of preceding movements, you end the period with your men *knowing* how to perform those movements, ready any time thereafter to take them up in drills for discipline.

DRILLS FOR DISCIPLINE

The close order drill of precision for developing discipline is the fruition of training, the delight of the soldier, the reward of the drill master. The men should leave it mentally exhilarated, enthusiastic, sure they have made a stride forward in training. Too often quite the reverse is seen; the drill has been aimless, easygoing, perhaps stupid, and the men leave it bored, depressed, with little hope for their future.

This drill should be attempted only when the men have had sufficient preliminary instruction in the movements undertaken to make fairly accurate execution possible. It should be held generally in platoons or larger units, and commanded by the permanent leaders of these units.

Whenever it is undertaken, first be sure its object is clear to all concerned. These precise movements of the manual, of physical training and of close order drill are not for use on the battlefield. Their object is to develop the feeling of solidarity and cohesion among the men of the same team, under their proper leader, and above all to train the minds and bodies of the individuals into habits of a common exact unhesitating obedience to the will of their chief. That is the guiding thought to be constantly remembered, you are making habits of implicit obedience. Then when the stress of battle comes, and men's faculties are paralyzed by the unwonted roar and loss of life and straining fear, they may still be controlled because HABIT *has made obedience automatic and the easiest line of action.* This

psychological truth is fundamental in military training. It is the guiding principle for all drills of precision, which are but schools in discipline.

The instructor commands "Right front into line," not because he wants you in line especially, but in order to exercise you in an exact performance of that particular movement, to habituate you to move exactly as he has ordered you to. How absurd then, that instead of correcting the failures in executing this movement, and then repeating it, trying for an exact performance, he should complacently pass on to another, or equally bad, order this again without comment. And yet we have seen instructors conduct a whole drill on this basis, the men growing more and more tried and bored as it progressed. How preferable that the men first *appreciate the object of and necessity for precision*, that the instructor be able to name the individual faults that may prevent it, and then that all concentrate on executing some one movement right before attempting another. Such a drill will be of real value in the training. The men are now interested in making the movement *perfect*, and this makes it imperative that the instructor criticize each attempt, "good," "very good," "poor," and if so, wherein and how to be corrected.

The instructor who does not know, and must perforce conduct an indifferent drill, not only wastes precious time, but is doing actual damage, for he is inculcating habits, not of exact obedience, but of indifferent obedience. He had better give "rest" until

"recall." But this is unnecessary, for he may easily prepare himself thoroughly beforehand on the new movement or two scheduled for that day and then use his ingenuity in arousing the men's interest in making them quite perfect.

To conduct this drill you have got to know every detail of the movement yourself. In preparing yourself for it, visualize its execution and see what individual is responsible for the correctness of execution of each part, try to see what faults are likely to occur and how to correct them. You can do this for one movement at a time—you cannot do it for several. But in a short time you will have done it for all, and will find yourself a capable drill master.

It is inconceivable yet true, that there are officers who presume to conduct a drill, and yet do not know for certain how the movements they order are to be executed. They see it go wrong, and cannot tell why; they suspect a certain thing should or should not have been done, but have to slur over it because they are not sure. Of course they cannot make corrections or intelligent comments, hence their efforts to conduct the drill are futile or worse. This may be the fault of having tried to cover too much ground at once. It is most often seen where work is not scheduled in detail ahead of time.

It is not enough to know the commands and to give them correctly; to make their execution perfect is the real thing. The very essence of drill requires that the instructor shall have analyzed each movement in detail,

till he knows exactly what each element should be doing at each instant—then and then only, will he be able to put his finger on the man who went wrong and show him how he spoiled the precision of the movement. Here is General Rimington's analysis of drill, and you might well recite it to yourself each morning on your way to the drill ground. **"TO DRILL RESOLVES ITSELF INTO THE POWER TO OBSERVE AND CORRECT MISTAKES, AND SO TO CORRECT THEM AS TO MAKE A LASTING IMPRESSION."**

Even with well-instructed troops, individuals are constantly making mistakes, it may be through inattention, forgetfulness, stupidity, deviltry or even ignorance. It is for you to be sure to see the mistake, to let the man know you saw it, to estimate its cause and then if clever enough apply the appropriate correction so it will not be forgotten. Use sarcasm if it be justified, but do not wound a man's pride unless sure he deserves it. General corrections addressed to the whole company are not effective; no one thinks they mean him. Always indicate the individuals concerned.

Even experienced drill masters prepare themselves especially for each drill period, think out in advance what they will do and how do it to get good results. They appear mentally at ease and resourceful only because of careful forethought. You cannot hope to do well without it. Realize that time is short, each drill is precious, and be sure it brings your men one step nearer efficiency. They are mostly intelligent men. Do not insult their intelligence by going before them unpre-

pared to occupy their full time with interesting instructive work. This puts it right up to you; and no man can occupy a full drill period properly, without having first fitted himself especially for it.

So often we see the instructor unctuously giving his men "rest" while he scratches his vacant head in an effort to think what to do next. Compare the instructor who has thought out his work, is quick and sure in correcting the exact individual mistake, keeps his men alert and keen, interested and on the jump. His men are sweating blood, but they are getting what they came for, their eyes are bright, and after the drill they are enthusiastic about their instructor and their outfit, and ready to advise friends to join it. Think what such a drill means for *esprit* and morale.

Now watch the men under the instructor who is unprepared. He gives commands, even these are often incorrect. He shows no ability to get accurate performance—seems incapable of it. His corrections, if he makes any, are general and casual, not aimed directly and unerringly at the exact mistake. Drill lags, the men become bored. They are wasting their time and they know it. They leave the drill disgusted; if they advised a man to join the outfit it would be because they had it in for him. They are under command of a "dub," and they know it. This is put strongly because you must feel it strongly. Then you will not go to drill and be ignorant of your part in it.

This drill of precision is made interesting to the man, not so much by variety, as by striving for perfec-

tion in each movement undertaken, by putting your own vitality and enthusiasm into it and by caring so much that every man be exactly right every instant that you cannot tolerate inaccuracy or inattention, and will nail each one of these on the head the instant it appears, and by being interested yourself and showing your interest in the tone of your commands. This requires *vitality* on your part. You give of your strength and spirit, and put them into the men. It is exhausting work. If you are personally sick, your drill will be sick. Do not presume to take charge then; give your subordinate this chance at command.

You will soon so train your eye that it will catch the man the *instant* he starts to go wrong, and by calling his name and telling him what to do quickly, you will often save a bad break. Do not waste time and energy to ask "where the h—l he is going." He might stop and answer you. Tell him where to go. This takes training, and knowing the men by name, and above all such an intimate knowledge on your part of the mechanism of each movement that you can spot the slip the instant it occurs.

It is possible to prolong this drill too far, until close attention becomes impossible. But do not be too easy, too careful of tiring the men. Remember you are trying to train their wills to force their bodies into exact obedience under the most unfavorable conditions. Hence, while the drill lasts, attention must be rigid and performance exactly precise; and it should be continued at this gait until it has tested somewhat their

powers of endurance. A good instructor watches this at each drill; the periods will naturally grow longer with practice. They should never be really *long*. The very essence of this drill is *concentrated attention*, and a rapid fire of commands, snappy executions, and terse corrections. Then quit. Do not ruin the effect by dawdling.

The drill of precision should be like the training of a college football squad. Each group is composed of men with nerve and spirit enough to fight for the honor of their institution, both have but limited time for training, both must be so trained in individual skill coalesced into teamwork, so disciplined by drill, so accustomed to sure control under excitement, made so confident of their ability and of that of their captain, that they will go to the field of conflict with a morale that knows only victory, and never knows defeat. Then why not make your training like that of the successful football coach? He bows to no time-honored traditions of making automatons of his men, but uses their intelligence. They must come to the field knowing the details of the plays. No time there for explanations. The practice is to *co-ordinate and perfect these plays*; it is stiff and hard, under positive direction, with crisp individual corrections, and brief pointed instructions. The men delight in it. It makes them sweat, but their blood tingles at the thought of the coming fight, for they are confident that they are good men on a good team under a smashing good captain. The same plays are practised over and over again, and with no loss of interest, for

every man is striving for the perfection of each play, every mistake is tersely pointed out before the play is repeated, and all appreciate that only by thoroughness and a sure knowledge of the fundamentals can the team get that morale which is going to carry them to victory. It is stated that in the years of Yale's football supremacy, she used to come down to the middle of the season with but six plays and a punt. What a lesson in the value of thoroughness for the military student! And you may make your military drill equally smart, every one on his toes to make the execution perfect. It is not how much you do at drill, it is how perfectly you do it.

After the men have learned the fundamentals of the schools of the soldier and the squad, the more advanced drills are studies for the officers and noncommissioned officers. It is not the difficulty of teaching these movements of the larger units, even in their perfection, that causes most ragged drills—it is the instructor's failure to keep the men's interest and attention to a pitch necessary for their accurate performance of the wheels, turns, obliques, etc. A good drill master needs be a psychologist, by nature or by acquisition, so to handle the men and the work as to keep the men interested and alert.

The smoothness of drill movements is more dependent upon the work of the guides than any other two things. Direction and gait are the two essentials, failure in either will upset the work of the best drilled company. Instruction should include close attention to them from the first.

As any man may find himself a guide at any time, it is absolutely necessary that every recruit be taught how to march in a *straight* line, always keeping two points well in front of him in his line of march; and how to pick up the new direction after a wheel or turn, quickly and accurately at the correct angle; and the vital importance of holding the gait uniform as the guide shifts from one man to another.

Next, all leaders must appreciate the importance of announcing the guide whenever the movement calls for it, of seeing that there is no misunderstanding as to what *individual* is the guide, and of constantly watching that this guide be correct as to direction and gait. In each movement and part of a movement there is always *one man* responsible for direction and gait. Unless your study of each movement includes an understanding of who he is in each case, you are powerless to make proper corrections or to assist properly in the execution of movements at drill. The book covers this matter in every case; it is impracticable to repeat the rules here. The great thing is to impress upon you the necessity of considering the guide and the gait in every movement. Remember this general rule: Whenever two or more men march beside each other, they form a rank, and there is always one individual man in that rank who is responsible for its gait and direction, *the guide*—and the others must regulate themselves on him.

Each outfit strives to preserve straight elastic lines in marching. Assuming that the guide is doing his

part, the one thing left to spoil the smoothness is having men correct their positions *abruptly*, thus sending waves through the line, or causing crowding. The fundamental principle of marching in line is, that each individual shall march straight to the front, uniformly, at the same rate as the guide; and that he shall make his corrections for alignment or interval *very gradually*. This gives the desired elasticity and freedom of movement. Observe its corollary; telling a man at drill to correct interval or alignment, you must be careful to do it *in a tone that will not make him jump*, and thus get the habit of doing it abruptly.

March discipline as well as accuracy of execution of movements at drill demands that distances be accurately observed at all times. Explain the reasons for this to the men, and thereafter insist on it at drill. Elongation in a column is generally inaugurated at the command for marching, because the men at the rear of the column do not take the full step at the command. Face a rank toward a flank, command forward march and watch the steps of the rear men. At drills, always see that the men in rear obey each command as fully as those in front.

To get quick alignment of a rank at a halt, give your whole attention first to seeing that the three or four men at the base are actually in *accurate* line as you want it. The others will easily form on such a base. If one of the base men is out a half inch, it is quite impossible to establish the line without infinite fussing.

You must appreciate the necessity of *commenting* on the various movements at drill. You are out there as an instructor, a critic of their work. You command "squads right, march." The men try to execute it properly. You say nothing, but perhaps give the same command again. They wonder why. Was some one wrong? Who? No one knows. If it was done correctly, they should have the satisfaction of knowing it; call out, "good." If you think it could be done better, say so; explain wherein, and order it again. Make the drill personal to each man, vitalize it, show the men that you know good work from bad, and that you want only good. Use your voice. Perhaps the general execution is poor; the men are careless, perhaps they have not yet settled down to business. The tone of your command as you repeat it will be the only comment necessary, and each man will realize that he must wake up.

But where all are trying to drill well, and it is up to you to see that they are, if a movement has been marred by certain individuals, *they should be corrected personally*. Where all, leaders and men, are working together to learn the game, there is no affront in a personal correction, unless you unfortunately put it in your tone or manner in making the correction. Where the mistakes result from shiftlessness, a little affront might be timely, and is no more than due to the others who are trying. You must learn to talk as occasions demand it. A company could arrange to have a phonograph grind out commands, if that were all it needed for drill.

SUGGESTIONS FOR BOTH DRILLS

The curse of any drill is letting things drag along. Every minute so spent is doing positive harm. You have got to realize the truth of that. The controlling principle for every minute actually spent in training must be learning how to be that one second quicker than the enemy. Your drill hours are long, yes, but every drill manual provides for frequent rests. This means that it is intended that the actual drill shall be so smart, so intense, that rest becomes necessary. Every good drill master bores with full force on the work in hand while he is at it, goes nearly to the limit of keeping up that high tension; then calls REST! and every one relaxes into a rest that is appreciated. The poor drill master gives rest because he and his men are tired?—Yes; tired in the sense of being bored. (They don't need rest, they need a bed.) No use for him to call attention and pretend to be busy when the captain appears, the dull faces of his men betray him:—as the keen interested expressions show good work in the other squad.

All drill has got to have “pep,” and the drill master has got to put it there. Do not talk about “having the stupidest men you ever saw.” Men average about the same, and if drill is going wrong it is generally your fault. Give “rest,” and think it over. Try to find wherein you have failed and correct it. Perhaps your enthusiasm expected to find “pep” in the men before you had aroused it. Perhaps you have been too im-

patient, or have run them beyond their limit. They are not as highly trained as you. Be sure you give enough rest to justify demanding keenness when they do work. And at each rest think out exactly what you will do next, so there will be no uncertainty or dawdling when you do take hold. And no matter what the work, from executing right dress to the endurance run, get the spirit of doing it the one second faster than the other fellow.

Military training means mental alertness, quick, sure comprehension and execution of orders. How absurd then for a drill master to get the habit of repeating his commands and instructions two or three times before he gets results. And yet we often hear this at drills. He is developing mental lassitude. His captain should crucify him, for he is spoiling his soldiers. Get attention, give a command once, and land on the man who does not observe it. As a test of mental alertness, concentration of attention, try this: Step up to a squad in line and command "At the command go, number ones execute about face, number twos left face, numbers three right face, numbers four two paces to the front. *Go!*" Then check up and see what men have done the right thing. You can devise many similar tests. They will arouse the interest of the squad.

Along the same line is the fault of always hepping the cadence when marching. Do it rarely, and for not to exceed six or eight counts,—force the men to do their own thinking, and to act quickly in catching step. Otherwise they will lean on the file closer end-

lessly to keep them in step. And if drill is lagging, one way to put life into it is to increase the cadence to 130 a minute. That makes dragging quite impossible.

The actual *giving of commands* at drill is an art in itself. In addition to the instructions of your drill manual, remember always that your command is for the man furthest from you, the rear man in a column as well as the leading, and *insist on his obeying* your command of execution as exactly as the leading man.

Use your natural voice, otherwise in time of excitement you are very likely to use it and thus betray yourself as excited; and, too, your men should be able to recognize your voice in work by night.

Experiment with giving commands, and you will find that by your manner and tone of voice alone you can actually control the kind of execution your command receives. You can get careful, deliberate results, or quick nervous ones, as you desire. Your tone may be such as fairly to put the men to sleep, or it may have such vim that some muscle must jump at the command of execution. How often we see all the snap taken out of a company by an officer whose commands lack punch and vitality.

And again a skilful officer will by his tone of command, lift a company out of its dream and inject life and snap into every movement; best of all, he can take an outfit that has become "rattled" through poor leadership, the men nervously trying hard but unable to do anything correctly, and with a few quietly given commands bring them back to easy control and accurate

performance. If you aspire to become a reasonably good drill master you must study the art of giving commands properly.

Where a command of execution is a word of more than one syllable, the accent of command must be put on the last syllable, preceded by enough pause to let it be shot out with compelling force. For example, you cannot get snappy execution out of the command *At-ten'-tion*. But you can make the men jump into place with *At-ten—TION'*!

And in emergency be sure to give the proper usual military command for any desired action. If the men are excited they will be sensitive to any departure from the usual. If they feel that you cannot control them by usual methods, they are likely to become uncertain in their action, to lose confidence in you and their training. To illustrate: A company was unexpectedly assembled to meet an emergency. The lieutenant in command told the men to "load their pieces." A wave of uncertainty swept down the rank, with here and there a man starting nervously to load. The old-soldier first sergeant, instinctively grasping the situation, jumped in front and commanded, "Steady." And then, "Company, Load!" And the rank stiffened into a confident machine.

Here is a senseless habit of the old service which should be dropped in the new army. Always in speaking to a man about any object he is using, the custom is to designate it as "*that*" gun, *that* bayonet, etc., in a tone as though the gun were peculiarly odious for some

reason. The expression loses all force for needful occasions by its common use for all, and always leaves a bad impression.

One of the constant objects of all drill is to develop in the individual self-control and his powers of endurance. You should therefore insist on a rigid observance of "*Attention*." Not a muscle should be allowed to move. Let the men know the reasons for this, and they will take a pride in doing it.

That attention which is to result in perceptions which will be retained by the memory is more a physical state than a mental. The spine must be erect, the head also, with chin in and chest slightly arched to make free breathing easy. If this position of attention be held absolutely, the faculties are necessarily concentrated, and the memory receives clear-cut, complete indelible impressions. If the body be at ease, faculties are relaxed, and attention wanders at the call of passing impressions;—a dog's bark recalls some distant scene, a drop of sweat makes you think of the night before, and away the mind goes. Thus the instructor's remarks make but intermittent impressions at best.

If you are appealing to the men's reason, explaining something interesting, they may well stand "*at ease*." But if you want them to remember exactly what you are saying, exact the strictest observance of the position of attention, and then see to it that your remarks are worthy of concentrated attention. Do not repeat or ramble.

Chiefs of platoons and file closers must always avoid talking to the men in ranks when the instructor is making explanations, or giving commands. It is impossible for a man in ranks to give attention to two men at once. And their corrections must be directed to the individual at fault, first calling his name, and using a tone that will carry to him alone—all this to avoid distracting the attention of the other men. It is a custom of the service for file closers to consider themselves rather ornamental than useful. We frequently hear the commander cautioning them at least to keep out of the way. A great mistake. They can be made so helpful. Make them feel that they have an important part to play in watching for mistakes and correcting them before quite committed, and in keeping the men alert and soldierly. Give each his own part of the line to watch, his "fire sector" as it were, and get after him now and then, instead of correcting the man himself, whom the file closer should have corrected. It is a good sign to see a file closer call an individual to attention when the company has been given "rest," and give him some needed instruction. It will not only help this individual, but will add to the attentiveness of the others during the remainder of the drill.

It is important for instructors to understand clearly the difference between counting aloud for the execution of a movement "by the numbers" and counting aloud to mark the cadence. In execution by the numbers, each count is a command of execution, and so marks the *beginning* of a motion, while in counting

for cadence each count marks the *termination* of a motion. For example, in manual of arms by the numbers, the commands will be *Right shoulder*, ARMS, TWO, THREE. "Three" will be given with the left hand at the right shoulder, and will result in having it brought down. In the same movement counting aloud to mark cadence the command is *Right shoulder*, ARMS, One, Two, Three; the count "one" marking the completion of the first motion, and "three" the completion of the last, thus being given with the left hand at the left side, rather than at the right shoulder as before.

Whenever you are to give a command of execution as a certain foot is planted, you must actually give it just *before* the foot strikes the ground, in order that the command may have made its impression on the men's minds as they plant this foot. You may gain precision of execution of obliques and turns to the right by giving the command of execution on the right foot as in "By the right flank." This is not prescribed, nor desired, unless on some occasion for an effort at extreme smartness, as in a competitive drill. But every commander of a unit must know how to take up the forward march in step with the music or a leading element. He gives the command march on the accented beat, or as the *left* feet of the leaders strike the ground.

EXTENDED ORDER DRILLS

The object of these drills is to teach the *mechanism of control* for the battle. They offer an interesting phase of training, for both men and leaders are here learning the details of the actual plays they are going to use against the enemy. Here are found the principles and movements by which the squad leader trains both himself and his men into the squad team, so they may participate as such in the battle exercises of the company. Here the noncommissioned officer first finds himself a responsible member of the troop team, whose efficiency as a fighting machine will depend on the excellence of these component elements the squad teams. Here he gets his best chance for self-training as a leader, and for training his men to work together as a team under him.

In the regular service, these drills are conducted "at ease," the design being to develop the initiative of the men. In this time of emergency, they should be conducted on the drill field with the same precision and attention to accuracy, as the drills in close order. You need the training in discipline, for which you have so little time; and you do not need so much training in initiative. You have had that in your daily walk, trying to make a living. But later, working on varied ground, applying these drills, you must drop all thought of precision, and give your initiative full play.

Every noncommissioned officer should realize that

in the fire fight on the battlefield, no matter if the order come from the highest general, its ultimate execution will be carried out through the squad leaders. This is a grave responsibility. In this school he trains himself and his team so they can be trusted to meet it.

Whenever the squad moves the squad leader actually leads it. The men take all instructions and directions from their squad leaders, who look to the chiefs of platoons for signals, or direct to the troop commander, and repeat them to the men.

Training in the advance by rushes or by creeping should be conducted in this school with a view to teaching the men how to use the accidents of the ground to best advantage, and particularly to training the leader and his men in working together through varied ground constantly controlled by the will of the leader expressed by signals. They must advance when and where the leader wishes, halt when and where he wishes, fire when and how he wishes. Let the enemy be represented and firing blank ammunition, and enough excitement will prevail to render this so realistic as to afford difficult conditions for leadership and real training for all.

The greatest need for training in varied country, is to teach the men *to get their individual firing positions quickly* and properly, at the preliminary command for firing, for while getting the best available cover that enables them to see the objective, they must still remember their comrades, and observe reasonable inter-

vals and a general alignment to avoid injuring each other.

In training thus for actual battle you and your men should think of the conditions under which you will make these plays, and fit yourselves to meet them firmly. As you thus advance in the attack you will hear the shrapnel screeching just over your head, and it is well that you have anticipated this and understand that it is going to burst in the enemy's trenches in front of you, reducing his fighting power against you. Then instead of shrinking with dread as you hear it, you may cheerfully wish it Godspeed on its mission. And this will continue until you are practically at his position, and our shrapnel are screaming by not so many feet over your head. You will also perhaps be fired over by hose-like streams of bullets from the machine guns, showers from the troops in position, and God knows what. It is part of infantry training and discipline to accept these cheerfully, realizing that they can be far less injured by accidental hits than they would be by the enemy but for this added shower of bullets.

And when the captain gives commands for opening fire, what is your responsibility? To meet that last most important requirement, the delivery of the *most effective fire*. Here is the fruition of the squad leaders' training of his team. Has he brought his men to this point confident in themselves and in him? Can he get cool response to his commands, and carefully aimed shots? Leadership will be tested, the degree of dis-

cipline that has been attained. In this approach and in opening this fire are you and your men mutually helping the morale of each other, as do the members of a football team as they trot out on the field to meet their strongest rival—a jolly here, a quiet word there, and a sharp jolt to another? A little conversation in these tense moments will often dissipate the grip that apprehension is getting on your faculties. You may thus help yourself by trying to help others, and thus lessen the strain. If you must think of self, why not think you are big game shooting, where to miss your aim may cost your life. You would force yourself to be steady then, why not now? You would not begin shooting up the landscape then but would hold steady for a good target. Do the same now.

BATTLE EXERCISES

THESE are held on varied ground, preferably unfamiliar, and are for the purpose of *practising* the "plays" you have learned at drill, developing the leader's ability to make quick decisions in emergency, to use the right "play" for the occasion, to keep quiet control in excitement. They are the practical end of training, absolutely necessary to fitness for war. Without them, you are no more ready for a fight than a boxer who had learned the blows, the parries, and the footwork, but had never practised them on a friendly opponent. You will have to act almost as quickly as he, and, under the terrific strain of the battlefield, will need that much practice shall have made correct decisions come to you intuitively.

For this reason these exercises are always made as real as possible, by assuming in each case a reasonable military situation, of which your exercise is a part, by always explaining in advance this situation to the men so they may know why they are "making these special plays," by never repeating the same exercise twice alike, by assuming the presence of an enemy and representing him when possible, and by the use of blank ammunition to lend added reality. They should be made very simple at first; you will find that the simplest, if at all realistic, will give you all the excitement and confusion you can well handle. Squad problems are large enough; in fact, until the squad leader can exercise intelligent, quiet control of his squad in emergency,

it is folly for the captain to attempt to handle the company.

If you think this too simple, try it. Plan to conduct a squad as part of a problem through some section of broken country, and let two men representing an enemy, unexpectedly open fire on you from ambush. If you then handle your men properly, calm their excitement rather than increase it by your own, you are justified in looking for rapid advancement when the real test comes.

As soon as the mechanism of extended order drill is perfected, you are ready to apply it in these practical exercises, and it is only thus that you will get any clear conceptions of troop leading, of combat, patrolling, marching and bivouacing. And this is the kind of soldiering, not drill in close order, that the man had in mind when he enlisted. He will be keen for it, and disappointed unless he gets some experience in roughing it, in the thrill of an advance to the attack, or the stealthy approach of a patrol.

In all these exercises, a sense of *reality* must lend the element of excitement and earnestness, so important for the psychological training in control. This is best done by the use of blank ammunition. You will be astonished to find how at first a single unexpected shot will start the heart beats, and how a few volleys will set all your nerves a-tingle. These are the conditions that show up a man's qualities for leadership. And it is *leaders* we are now seeking. In every organization, the officers should be looking out for the men who

here show qualities of leadership, and give them opportunities for their development. The idea should prevail that every man is a potential leader, and that we need many of them. This will make the men eager to learn their parts better.

The company is the highest organization in which the commander deals directly with the individual men. Drills and exercises of larger units are primarily for the benefit of the officers. The men, however, get the benefit, when each organization is handled smartly by its leader, made to work smoothly as a well-drilled team, its elements always in good order. And this idea must carry through, down to include the squad. In reality the squad is the prime unit for training individuals, particularly in these extended battle exercises. Here the leader best studies his men, to learn their individual peculiarities and capabilities. And this he must do faithfully, for it will be vital later that he know which man to send on any given important mission. Well, too, that he keep in mind that his men are studying him as well. He may make mistakes, but if he hopes ever to lead these men in battle, let them not be mistakes of weakness, indecision, or failure to jump into openings that may offer.

The squad leader should realize that he is responsible that all his men know their parts so well that he can handle them with perfect control in whatever conditions arise in unknown varied ground. He must practise them in advancing through country with the best possible concealment and the least loss of time

and control; in quickly and quietly occupying a given firing position in all kinds of places and under all manner of circumstances; in delivering the kind of fire he wants, and at the exact desired objective; in changing the fire, and the objective; in rushing forward properly in line, and occupying a new position; in scouting, in rallying; in fact, in all the experiences of the field, he must be sure through much mutual practice that they will understand his will, and know how to perform it accurately.

One of the most difficult things will be to designate the desired objective for their fire. The living target may not be visible, probably will not be. The enemy will seek concealment, and avoid conspicuous aiming points. You have got to direct the fire of your men so the bullets will strike more than a half mile away in a limited space which you can barely make out with your field glasses. This means for you not only the ability to estimate the range correctly, but equally important, the ability to define the location of that space to your men in such a way that they may aim correctly to hit it. Try this for an objective difficult to point out, and you will appreciate the need for much practice. You may then abjure the pernicious habit of designating the target at drill by the lazy means of commanding, "at the enemy," when there is no enemy. Rather you will select a target difficult to locate, and require the men to follow your definition of it attentively, till they are aiming at the exact point desired. Then, in the excitement of battle, habit may induce them to look

to you for directions where to fire. Otherwise they will fire at will at what seems the most dangerous target, and perhaps by so doing, defeat the very object of your being in line at all. And how many nicely laid plans have been defeated by the premature firing of some undisciplined soldier, too nervous to play his part properly in the teamwork! Be very faithful in much practice of all the phases of fire control.

Leaders are going to fall out unexpectedly in the battle. This suggests most important practice. Arrange that certain ones shall drop out unexpectedly, without warning, at critical moments in the development of an exercise. See that the next man quietly assumes the responsibility of leadership, without confusing the men. They should be accustomed to this by practice, so that it will not shock them in battle. Be sure that the order of seniority is always known in advance.

And in all these exercises, expect many mistakes to be made. Do not try to avoid them by telling your leaders in advance how to handle each situation. No one is going to be able to tell them in battle; and only by personal experience can their minds be trained to do this thinking correctly for themselves. Sacrifice your desire to pull off a perfect exercise, to the greater good of developing their initiative, and willingness to take responsibility.

He will be an impossible leader on the battlefield, who, suddenly confronted by a situation, tries to stop and think how Alexander or Baden-Powell would have

handled it. Rather let him then respond to the impulse of the recollection that both were men of wonderful nerve, and above all *resource*; and let him realize now, in his training, that the development of these qualities by practice, is going to result in some hope of his having on the battlefield enough of these faculties to make his own quick decision the best rule of conduct.

Once out in the country, it takes only a fair imagination, and an honest willingness to use your brain, to devise an endless series of small exercises, in patrol, outpost, attack and similar problems, one squad against another, introducing an element of surprise, in all which both you and your men will be getting the practice that will develop the qualities of courage, steady nerve, and resource, so necessary for all in battle.

Night exercises are particularly valuable for this training. You will be astonished to find how darkness will magnify the soldier's terror, and diminish his common sense and courage. Practice only will ever enable you to operate at all after dark. From adjusting equipment hurriedly in the dark, to keeping up proper communication and control in the advance to an attack, each step should be practised, until familiarity has developed faculties and steady nerves in these unusual conditions. These exercises are particularly important now, when most troop movements are made under cover of darkness.

Always, and preferably at once on the immediate ground, each exercise should be discussed, how it could have been done, and how not. And in these discussions,

do not arbitrate solely according to fixed precepts. Be sure, too, that your criticisms are constructive. Do not destroy all initiative by always finding that the work of the subordinate was bad. Encourage the use of expedients, above all the application of cunning and common sense. These will be invaluable qualities for men engaged in small affairs, scouting, patrolling, etc., while in a large way camouflage has become one of the most important phases of the art of war.

It is impossible even to suggest the various necessary exercises. Your own intelligent and active interest must plan them for you. If work is such that many must be idle, while the few are engaged, plan to occupy this time with interesting instruction or practice; estimating distances, explaining some interesting thing connected with the service, form two circuits of the men and hold a competition in the correct transmission of a verbal message, a contest in signalling, in caring for a comrade wounded in some specified manner, etc., etc. Forethought on your part will provide for this. And whatever you do, explain your *object* and *reasons*, and thus enlist intelligent co-operation.

MANEUVERS

ON THE GROUND.—These are the battle exercises described above, on a larger scale, and include also training in as much as possible of practical field work, marching, camping, sanitation, supply, all the experiences of field service. They are the ultimate goal of peace training, and our final test of leadership, organization, supply, in fact, of our general fitness.

There is no need to consider here their absolute necessity in fitting for campaign our commanding generals and their staffs. For you, their great value is two-fold: practical experience in the care of men and matériel in the field, and the psychological training in leadership and control. There is no need to caution you to make conditions real, to enter with zest into the battle exercises. Pride, and the desire to win the decision, do that—to excess. The need is for you to go slower, to avoid excitement, to try to keep that control of your men which you know to be so necessary in battle; to try to keep your head clear, and, remembering the fundamental principles of tactics, see that you violate none of them; to avoid letting your desire to win lead you to violate the rules of the game, do something you know you would not undertake in actual warfare. The whole success of these exercises lies in everyone playing the game honestly, according to the rules.

And if you want to get the greatest good, and to win the astonished applause of the umpires, go into them highly resolved that, under sudden fire or unexpected orders to deploy, you will not lead a bunch of sheep to the attack, but will handle your men properly, using the mechanism of control you have taught them. Some senior officer may be wildly waving his arms and shouting orders; swear that you will lead your command properly, if it takes another half minute. It will be a rare sight, and bring joy in headquarters.

ON THE MAP.—Where out-door work in varied terrain is impracticable, and even as a preparation for it where time admits, it is most helpful and interesting to conduct these tactical exercises theoretically on a large scale map, or other representation of the actual ground. It is beyond the scope of this book to go into the details of this kind of instruction. It can be properly given only by an instructor who has fitted himself for it. He can do this by studying Sayre's "Map Maneuvers and Tactical Rides," by practice, and by attempting at first only the simplest situations. Each captain should add this ability to his repertoire.

The most training can be given in the "one-sided maneuver," where the instructor may carry the situation along rapidly, introducing phases at will to illustrate any desired tactical point, and to test the men's ability in whatever he desires. This is an excellent way to give training in patrolling, as so many situations may be introduced in a short time, especially good for training in deciding whether messages

should be sent, and how, and in giving much practice in actually writing them. In this one-sided maneuver it is also possible to discuss and criticize each step as it occurs—a great advantage, not possible in the two-sided, where all criticism must be left till the end, when much is forgotten.

I have found by experience that for instructing a class larger than a half dozen, the best way is to hang the large scale map on a side wall, see that it is properly lighted, and then group the class sitting in a close semi-circle before it. As many as thirty can thus be engaged simultaneously, and by calling first one then another to command the situations as they arise, all are kept keenly interested.

To do this, requires for all an ability to read maps with facility. But maps are not absolutely necessary. Baden-Powell describes representing the terrain for a map problem, by spreading his horse cover on the ground, and putting underneath different sized stones, turfs, etc., arranged to make the different hills and valleys that he wanted. You may devise an equivalent. A large sand table can be made into a relief map for this practice, and offers one of the very best means for giving practical instruction in patrolling, outguards, etc. Each company should have a sand table available for use in inclement weather.

PRACTICAL INSTRUCTION

THERE are so many homely things that even a well-drilled soldier must know before he is fit to go into campaign: the proper use of equipment, individual cooking and tent pitching, guard duty, entrenching, small-arm firing, patrolling, first aid to the wounded, and so on. They will seem endless; and there is just one way to learn them, and that is *one thing at a time*. This is an important part of the captain's schedule spoken of before. He will list all the things he is going to teach, determine the time he can give to each, and then apportion them to the drill periods each day. Most of this instruction can best be given by noncommissioned officers to small groups, for it consists largely in illustration and practice under supervision, where a few men only, are much more satisfactorily handled than many. System, forethought and previous preparation in each case, will enable you to cover the whole ground quite satisfactorily. They will lend variety and a practical interest to the drill periods, and result in making the men feel that they are progressing each day. Suggestions can be made in the cases of a few of these subjects only, designed to increase interest through emphasizing their spirit.

PHYSICAL TRAINING.—In the present time this is of the first importance, and readily meets a keen response from the men. They know that they need the

highest possible development of physical skill and endurance, that they must be brought in some way from the gentlemanly habits of decent living into a state of preparedness, mental and physical, for the most aggressive, brutal, individual fighting, where the man must kill or be killed. Physical training, and later bayonet combat, with all the forms of exercise designed for this especial need, meet this requirement, if entered into with the aggressive spirit and conducted with a grim earnestness of purpose to be just a shade quicker and surer than the other fellow.

Running is the basis of all physical development. You may expect a lot of "double time," and should be disappointed if you do not get it. In all these drills mental alertness is a prime consideration, and explanations should be very brief. The men must do their own thinking. And physical drills should also be made drills of precision for discipline in control. There are none better for this purpose, requiring such frequent and accurate response to the will of the leader. Even a battalion may be trained in this drill by its own commander. It is the one chance he has in the first weeks to establish the fact that his men make a team, and that he is its captain. Every move, from taking off coats and hats to putting them on again, should be made a matter of uniform precision, done by count. The men will like it.

Military games are an excellent phase of this work. Anticipate instruction in a new drill movement by having the men run from one formation "at will"

and form in the one contemplated. Devise stunts that will test their alertness and attention to orders.

MILITARY COURTESY.—Take pains to learn the rules as soon as may be. Your strict observance of the forms of military courtesy is a measure of your discipline and soldierliness. All the armies of the civilized world from time immemorial have found it advantageous and fitting to observe strict military etiquette and ceremonial; and these forms are much the same in all services.

The military salute is universal. It is at foundation but a courteous recognition between two individuals of their common fellowship in the same honorable profession, the profession of arms. Regulations require that it be rendered by both the senior and the junior, as bare courtesy requires between gentlemen in civil life. It is in reality rather a privilege than an obligation, it betokens good standing, in a common cause; a prisoner, not being in good standing, is forbidden by regulations to render the salute. This is the right conception of saluting; and in this light you will see that the question should be not "shall I salute?" but rather "may I salute?" And if you are an individual out of ranks you can rarely go wrong by saluting. The salute is rendered to all officers, active or retired, of the Army, Navy, Marine Corps, and Organized Militia. Officers of foreign military and naval services should be saluted as those of our own.

In saluting look at the person saluted and maintain the salute until it has been acknowledged or the officer

has passed. The precision and snap with which you salute marks the type of soldier you are and the pride you take in your profession. The smart salute indicates that you are so trained as to get the advantage of that second over your opponent; the indifferent one suggests placing odds on the other fellow. It is a pleasure to return a snappy salute, and a strange officer is apt to inquire to what organization you belong. There are so-called salutes so indifferently made that an officer would be ashamed to acknowledge them. He could feel no brotherhood with such a soldier.

GUARD DUTY.—Duty as a sentinel is the most responsible, dignified, and serious individual duty that a soldier may be called upon to perform. He must be taught to look upon this duty in that light. Delinquencies, such as temporary absence, drinking intoxicating liquors, or neglect, which might not be so serious in ordinary circumstances, become grave offenses when committed by a soldier who is on the guard detail.

Sentinels are given dignity and authority fully commensurate with their great responsibilities. Officers of all grades as well as enlisted men are required to respect their authority. They take orders from no one except those officers directly connected with the guard. Such dignity must lend grave seriousness to the performance of their duties. This is often the first time in his life that this man has been in a position to give orders to anybody. Properly treated it may be a fine means for developing his self-respect and sense of personal responsibility and force. The dignity of the

sentinel on post should be reflected in the highest degree by smartness in dress, equipment and military conduct on the part of the sentinel. He stands alone, under the eyes of all who pass. He should be an example in soldierliness. He represents his organization, whose efficiency is likely to be judged by his conduct and appearance.

SANITATION.—Here is another of the “most important” subjects. An army camp or cantonment now keeps the best health record of any community in the country. We hope for similar results in campaign. Soldiers and leaders must learn and observe the army rules of health.

Sanitation is the initial care of the Medical Department, and when commanding officers carry out its recommendations we may expect satisfactory results. Too often, however, conditions of the service make full compliance impossible, and a compromise between expediency and the ideal must result. Fortunate indeed is that command in which the surgeon and commanding officer are frankly working together to guard the health and general welfare of the men—for either alone may go to extremes that are injurious, while if they freely advise together a happy mean should result.

Any system of sanitation fails that does not enlist the co-operation of the line officers and men. Conditions are conceivable in which the men would better take chances of disease than be worn to death with unusual hardships in trying to bring about ideal sanitary conditions. Both parties must be reasonable, and

for the doctor as well as the commanding officer stands that fundamental principle of reducing to a minimum the hardships of the men.

When making a camp, the surgeon must quickly decide upon any sanitary measures he may recommend to be inaugurated, so that the necessary fatigue details may go about them at once. This work should be cleaned up with the rest, so that when the men have composed themselves for rest or diversion they will not be upset by the arrival of an orderly announcing a fatigue detail.

Every soldier should be eager to learn the proper uses of the first-aid packet. Not only may such knowledge enable him sometime to save himself, but even better, it may enable him to minister intelligently to a wounded comrade. Practical instruction will give him opportunity to learn this. He should not be satisfied with looking on from a distance, but should actually handle, and be sure he understands the proper use of, the contents of this precious package. In no one other thing has the Medical Department done so much to alleviate the horrors of the battlefield. Let the men go to the surgeon's lecture in the above spirit, let the surgeon force himself to speak the men's language, confine himself to the few practical uses that the men may remember, and instruction in first aid becomes the vital, interesting thing it should be. Commanding officers are responsible that this instruction is given.

This knowledge is particularly important to the members of a patrol. In the service of information

the advance detachments must often go on without surgeons, and depend upon themselves for medical aid and attention in case of injury and sickness. In the present war of positions, the wounded must often lie hours awaiting skilled medical attention. And when you realize what your feelings would be in the presence of a wounded comrade, if you were incapable of ministering to him intelligently, you will now give attention to learning what you may of proper treatments.

History shows that in most past wars many more men have died from disease than from wounds received in battle, and that many a campaign has been brought to naught because sickness had incapacitated the men to complete it. Much of this disease is preventable, and is due either to the ignorance or carelessness of the person who has the disease, or of other persons about him. It is a terrible truth that one man who violates any of the great rules of health may be the means of killing many more of his comrades than are killed by the bullets of the enemy.

Here is a subject for the direct personal attention of every man in the service. It is as much your military duty to be well and strong, as to be skilled in the use of your arms. A sick man is of no more value in campaign and battle than a wounded man, or a prisoner, and he is much more a nuisance. Negligently or ignorantly to allow yourself or your men to become sick, is as disastrous to battle efficiency, as to allow them needlessly to be killed and wounded, or taken prisoners.

When men and leaders realize this, they will more cheerfully and conscientiously give heed to the rules of health.

It is therefore important that every soldier be impressed with the necessity of keeping healthy, and not only that leaders be trained to guard the health of their men, but that every man be taught how to care for his own health, which will include seeing to it that his comrades also observe the prescribed rules for this purpose.

HANDLING A RIOT.—As the disagreeable duty of being called upon to quell a riot is likely to come to any command at any time, it is well that you should have a clear understanding of the following psychological truths that apply to such situations, and of how their application should affect your conduct in the emergency:

(a) A crowd which is to become a mob is in its beginnings cowardly. Its individuals hesitate at open violation of law and are fearful of its consequences.

(b) These individual wills are going to merge into the "crowd will," unreasoning, impulsive, led this way or that by forces that might have no power to control its members as individuals.

(c) The longer the crowd is together, the greater its numbers, the more it is harangued or otherwise dealt with as a unit, more completely does this "crowd will" take shape and gain in strength and daring.

(d) By temporizing with a crowd you merely allay the individual's fear of consequences and aid in

building up a unit of action which will become the unreasoning mob.

(e) In its earliest stages the mob itself is cowardly, of necessity undisciplined and with no certain leader or tactics. Brought face to face with the perfectly ordered and quiet discipline and force of the military it recognizes its own inferiority and is apprehensive of consequences.

(f) If the military shows uncertainty or vacillation, attempts to temporize or treat with it as equals, it immediately gains assurance and courage.

(g) If now the commanding officer of the troops makes the egregious blunder of bluffing in any way, for example, by firing blank cartridges or firing over the heads of the mob, the spirit of daring and recklessness will spring to the fore, and lead to God knows what of bloodshed and destruction. The moral weakness or the falsely conceived gentleness and mercy of the commanding officer will result in ten-fold suffering.

(h) A crowd split into sections will rarely unite again.

(i) A mob is especially subject to the disorganization attendant upon losing its leader or leaders.

The fact that troops have been called out establishes the fact that the time has come for the use of *force*. The military must represent this force, dignified, absolute, and without thought of arguing. They must impress themselves upon the crowd as representing the immutable power of the law, solemn, dignified and unswerving. The directions of their commanding offi-

cer must be carried out promptly and without argument. If a commanding officer of troops ordered a mob to disperse, he fails utterly in his conception of the dignity of his office, and the dignity of his troops, and of the part they are playing in the government of his State, if he does not employ such force as to result in prompt and complete compliance with his orders. A few deliberate, conscientious shots fired at the very first time the mob fails to obey your orders, will not only save lives in handling that particular mob, but will have established in the minds of all the dignity and power which the military represents, and thereby will have saved bloodshed and destruction at other points of contact between the troops and the rioters. It is the true humanitarian who shows relentless severity at the very outset. This is the fundamental principle of dealing with mobs.

Policemen may push and jostle, club and be clubbed, step on toes and threaten to shoot without doing so; but the military descend absolutely from their true position of dignity and their true function in the law when they resort to such practices in dealing with a mob. They have been called as a last resort to defend the majesty of the law, in mercy let them do it with dignity, severity and without compromise. Done in this way their tour will be shortened, lives and property will be saved, they will be called less often to this duty, and the general welfare of the community and the State will be enhanced.

CEREMONIES.—With new troops these may be made potent agents for arousing esprit de corps and morale. Occasional parades and particularly reviews enable the man to see his whole command working smoothly together, arousing a sense of unity and strength, feelings of confidence and pride in being a member of this big splendid machine. The martial music of the regimental band, the sight of the national colors with its dignified guard, inspire patriotic emotions that put spirit into his work. For the whole regiment to march in review past its colonel to the music of its band is a splendid way to start the companies for their drill grounds each morning.

During ceremonies do not make corrections in the same spirit as at drill. Everyone from private to captain must conspire to make the movements as quiet, smooth, and dignified as possible. The men must exercise a self-control that will result in absolute immobility in ranks. A ceremony is really a test of company discipline and drill efficiency, and generally brings out some failure which should be the subject for correction at the next drill.

OTHER SUBJECTS.—The limits of this book prevent detailed discussion of further subjects. Patrolling and scouting demands a whole chapter of vital suggestions; its spirit has been discussed under Discipline above. But here is one important consideration: While patrols seeking information generally proceed cautiously, depending on concealment for security and successful

accomplishment of their mission, patrols sent from covering detachments on the march must proceed boldly, exposing themselves, sacrificing themselves if necessary, concerned only in getting the information quickly and surely, and transmitting it to their commander in time to save the situation.

Training in the verbal transmission of orders and messages is vital. Messengers are used in this war more than ever before. This service requires high qualities of daring and intelligence, and the success of any operation will depend on its excellence. "Passing the word" quietly and surely along the line or column is essential training for night work and in the fire trenches. It is astonishing how without careful training even a simple message will be changed in verbal transmission.

Another chapter could be given to suggestions for learning how to shoot accurately. The American soldier is no longer a "natural shot," as in the days when every lad had a squirrel gun, and found his greatest delight in hunting, while his father's rifle was perhaps necessary to his existence. But as an army we hold the highest standard in individual marksmanship. Our officers have developed a system of training which results in a high degree of individual skill, and the American soldier is expected to have so trained himself as to have not only the cool nerve but the actual ability to lie on the firing line and make bulls' eyes on the individual persons of the enemy.

As for entrenching, cover, concealment in this

war of positions, it is enough to say that here you will find full play for ingenuity and ceaseless work. You can never make your trenches too good, and by keeping hard at work you may keep cheerful rather than anxious and enjoy your meals more thoroughly. And remember always that needless exposure to the enemy's view not only may cost you your life, but is likely to draw a heavy fire upon your comrades. So do not be foolhardy, no matter what the temptation.

Training in bayonet combat particularly is to give you the aggressive spirit for the successful individual encounter. For those natures which lack this quality, a few rounds of boxing are helpful. Stinging blows in the face cannot make you as mad as you will need to be to meet successfully the present methods of fighting introduced by the enemy.

And so with training in all subjects, marching, security, camping, sketching, care of arms and equipment, whichever is at hand, each has its human equation, and can be made interesting and vital to the soldier if the instructor will see it in this light, and take pains to put it to his men accordingly. And let him keep in mind as the fundamental principle for all training that its purpose is to *prepare for the attack*. This must be the underlying spirit for every step of the whole process of training—AGGRESSIVENESS.

TRAINING SCHEDULES

The efforts of the best drill instructor may be thwarted by enforced adherence to a stupid schedule. I have actually seen four solid hours spent daily on certain paragraphs of the School of the Soldier, with no variety possible.—Result, stupidity, mental and physical. It requires much thought, a consideration of the psychology of training, and reference to all the training manuals, to make up a proper daily schedule.

The most important guiding principle for the schedule will be to be sure that it offers *variety*. Plan to teach a little of many different kinds of things each day, the period for each being short. A platoon may be instructed by squad in two, three, or four different kinds of things at the same time, the squads alternating. In this the instructors may often best not change, to allow that certain ones shall specialize as instructors in certain subjects. This also admits using limited equipment to full advantage, with fewer men standing about idle. The training manuals of to-day offer a tremendous variety of vital subjects, and are full of examples of how to give practical instruction in numberless necessary exercises. Explanatory talks are essential parts of the first day's training; military games are of great value. There is an abundance of available material at hand, and no excuse for the long drill

periods prescribed ever becoming boresome to these young soldiers anxious to learn.

Another guiding principle for making the schedule is the fact that *repetition* is better for acquiring perfection than is great effort. A little of the same thing repeated at different times is the surest way to learn it thoroughly. The doing of difficult things with ease and precision is more the result of doing them over and over on different occasions, than of putting forth great effort at any one time. This has direct application in drills, and must be considered in making the schedule. It is invaluable in learning to shoot. Lack of time prevents taking full advantage of it, yet much may be done by spreading the preliminary exercises over all the time available.

CONCLUSION

It is hoped that what has been said will bring home to each leader in his own grade a clearer appreciation of what is needed in each kind of drill and training, that he will have caught something of the human spirit of each, and will find himself better able to attain its particular object. Let him remember:

That we are attempting to accomplish in a short period, the equivalent of two years' solid training.

That this system demands our using the intelligence of the men, in requiring a large degree of self-instruction; and our depending on punch, and speed, and clever direction, to develop the fighting qualities, rather than on old-time peace methods of long-continued drill.

That the training is to make resourceful self-reliant men, rather than automatons, and must therefore include much practical work in actual conditions.

That the close order drill therefore becomes little more than a sharp practice of well-known movements for developing discipline, in which the instructor is the ruthless infallible coach.

Catch the *spirit* of these various drills. Appreciate their relative values, and their great need. You know how short is your time for training, see that none is wasted. Occupy every minute, and you will still despair of doing one-half enough. Keep ahead of your men, and sustain their enthusiasm with work that is

full of punch and go, if you have to sit up all night preparing for it.

You will make mistakes. The best of us do. But you will not make the same mistake twice. And thus you will see yourself grow, and your men grow. You will see your organization gaining in *esprit* and attaining a reputation for excellence. You will be proud of your company, and proud of your captain. You will delight in the service, and really enjoy the details of drill and instruction. Till finally with what confidence in yourself and your fellows, with what a morale, you may go to war!

RULES FOR CONDUCT

1. THE following paragraphs, based on Regulations U. S. Army, cover the points which all military men should know, for their proper government while in the service. Beyond these, the Army Regulations is a book of reference, to which you should always go for guidance before taking any unfamiliar step in military administration.
2. Your attention is called particularly to the paragraphs relating to the care of public property in your hands. The squad leaders must be made to appreciate their responsibilities in this connection, and they must make it a personal matter to see that each man who joins their squad is duly impressed with the seriousness of his individual responsibility for the proper preservation and return in good condition of all and any government property in his hands. Let this be taken up so thoroughly that your organization may never be criticized for carelessness in this matter.
3. A member of the military forces owes the State, two-fold duties, as a citizen and as a soldier. Of these duties neither conflicts with the other, and conscientious performance of his duties as a soldier makes him a more valuable citizen.
4. An officer and an enlisted man of the military forces is subject to Military Law, the Regulations, and orders issued by proper authority, at all times whether on duty or not.

5. "All persons in the military service shall obey strictly and execute promptly the lawful orders of their superiors." The question as to whether the order is lawful or not cannot be made a matter for discussion or decision each time an order is received. This would furnish a plea to the captious and mutinous to justify their insubordination. The controlling principle is that unless an order be so manifestly against law that the question does not admit a dispute the order must be obeyed, and subsequently such redress may be sought as the law allows. If its legality is questioned before obedience, error of judgment would be no defense for its disobedience.

6. "Superiors should not censure their subordinate officers in the presence of other persons, and shall sustain their officers and noncommissioned officers whenever possible."

7. "Superiors shall not injure those under their authority by tyrannical or capricious conduct, or by abusive language." Such conduct or language is cowardly, since the recipient is in a position that makes retaliation impossible. It is furthermore quite out of keeping with the spirit of our service.

8. Military authority shall be exercised with firmness, kindness, and justice. Punishments shall conform to law and follow offenses as promptly as circumstances permit.

9. Courtesy among military men is indispensable to discipline; respect to superiors shall not be confined to obedience on duty, but shall be extended on

all occasions. Familiarity between officers and enlisted men, and between noncommissioned officers and privates, is inadmissible when on duty. Perfect civility is compatible with the exercise of the strictest command.

10. Deliberations, discussions, statements or remarks, with respect to military matters, whether oral, written or printed, by officers or enlisted men, criticizing or reflecting upon others in the military service, are prohibited.

11. Communications and reports with respect to military matters, by officers and enlisted men, shall not be made public without the authority of the officer to whom they are rendered, or superior authority, and then only so much thereof as shall be expressly authorized.

12. Officers and enlisted men shall not seek legislation on military matters, or preference for themselves, except through the proper military authorities.

13. An officer or enlisted man, who feels aggrieved, may apply for redress to or through his immediate commanding officer. Commanding officers shall entertain such request, promptly make full inquiry into the matter, and, where necessary, forward the result of the inquiry to next superior headquarters.

14. The functions assigned to an officer by title of office devolve upon the officer acting in his place, except when otherwise specified. An officer in temporary command shall not, except in urgent cases,

alter or annul the standing orders of the permanent commander, without authority from the next higher commander.

15. In the field, in the absence of a commander, the next in rank exercises the command on his own initiative. The custom of the service requires that in all routine, discipline, etc., the temporary commander should generally carry out the policies of the permanent commander. In the emergencies of the battlefield, however, the temporary commander would use his own best judgment as though he were the permanent commander.

16. An officer who succeeds to any command or duty stands, in regard to his duties, in the same situation as his predecessor. The officer relieved shall turn over to his successor all orders in force at the time, and all the public property and funds pertaining to his command or duty, and shall receive therefor duplicate receipts showing the condition of each article.

17. Whenever different organizations happen to join or do duty together, the officer of the line highest in rank, present and on duty, commands the whole.

18. An officer placed in command of a post, detachment, guard or separate force, shall not surrender his command to another officer unless regularly relieved, except in case of sickness or inability to perform his duty, when the senior officer present entitled to command will succeed to the command.

19. An officer of the medical department cannot exercise command, except in his own department; but any staff officer, by virtue of his commission, may like other commissioned officers command all enlisted men.

20. When a commanding officer leaves his station or command, he shall notify his immediate superior and the subordinate officer next in command of the fact, and of the probable duration of his absence.

21. When orders requiring immediate action are received, or the preservation of discipline requires immediate action, the senior officer present entitled to command shall assume command and issue the necessary orders and transmit forthwith to the permanent commander notice of the orders received and issued.

22. An officer called temporarily to a higher command shall notify his immediate superior and the subordinate officer next in command and the latter shall thereupon assume command.

23. To test the capacity of privates for the duties of noncommissioned officers and to give them preliminary training therein, the company commander may appoint lance corporals. They shall be obeyed and respected as corporals. Regulations allow one lance corporal to each company, and in addition one for each vacancy in the noncommissioned grade, and one to replace each noncommissioned officer on extended absence. Captains should take full advantage of this power of appointment, not only to try

men out, but to stimulate ambition. Where he may have but one or two, he may do well to make frequent changes, establishing the fact that men may be returned to the ranks without prejudice, by perhaps selecting such an one for appointment to corporal.

24. A noncommissioned officer on his appointment receives a warrant. He may then be reduced to the ranks only by sentence of a court-martial, by his own resignation, or by order of the authority which warranted him. The order for his reduction should state the reason therefor, and the date on which it is effective. When reduced, they return to duty as privates; except those who have been enlisted as noncommissioned officers, who are discharged,

25. The commanding officer of a company is responsible for its appearance, discipline, drill, and efficiency; for the care and preservation of its equipment; for the proper performance of duties connected with its subsistence, pay, clothing, accounts, reports, and returns, and for the practical and theoretical instruction of his officers and noncommissioned officers.

26. In the absence of its captain, the command of a company devolves upon the subaltern next in rank who is serving with it, unless otherwise specially directed. If no officer be present, the regimental commander assigns some officer to command it.

27. Captains should require their lieutenants to assist in the performance of all company duties, in-

cluding the keeping of records and the preparation of reports and returns.

28. The company commander should cause the enlisted men of the company to be numbered and divided into squads, each under the charge of a noncommissioned officer. As far as practicable the men of each squad will be quartered together.

29. The company commander shall supervise the cooking for and messing of his men. He should provide and keep in the kitchen at least two copies of the Manual for Army Cooks. One officer should inspect the food and its issue at each meal, and the kitchens and utensils at a reasonable time after each meal.

The company commander shall cause suitable men in sufficient number to be fully instructed in managing and cooking the ration and shall see that necessary utensils and implements for cooking and field mess furniture are always on hand.

30. Kitchens will be placed under the immediate charge of noncommissioned officers, who will be held responsible for their condition, and for the proper use of rations. No one will be allowed to visit or remain in the kitchen, except those who go there on duty, or are employed therein. The greatest care will be observed in cleaning and scouring cooking utensils.

31. Noncommissioned officers shall be carefully selected and instructed, and always supported by company commanders in the proper performance of

their duties. They shall not be detailed for any duty inconsistent with their rank and position. Officers shall be cautious in reprobating them in the presence or hearing of private soldiers.

32. Noncommissioned officers shall be examples of neatness, cleanliness and soldierly conduct. They shall be respected and implicitly obeyed by subordinates.

33. Chiefs of squads shall be held responsible for the cleanliness of their men. They shall see that those who are to go on duty put their arms, accoutrements and clothing in the best order, and that such as have passes leave the post in proper dress.

34. Company commanders shall see that all public property in the possession of enlisted men is kept in good order, and that missing or damaged articles are duly accounted for.

35. Strict attention shall be paid by enlisted men to the policing of their quarters or tents. They must keep their persons clean, and be neat in appearance. The hair shall be kept short, and the beard neatly trimmed.

36. Each company, for the purposes of administration and control, shall be divided into squads in charge of noncommissioned officers.

37. Each noncommissioned officer should always keep himself intimately informed as to the men under his immediate command and be ready to report absentees at any formation without the delay of a

squad roll call, or to designate his best man for any particular job.

38. No officer or enlisted man shall wear parts of civilian dress with parts of the uniform, but shall wear civilian dress entirely, or uniform complete as prescribed.

39. A civil employee or servant shall not be permitted to wear any article of uniform of the kind or pattern described for issue to troops.

40. Enlisted men shall not take their arms apart except by permission of a commissioned officer under proper supervision, and only in the manner prescribed. The polishing of blued or browned parts of small arms, reblueing or rebrowning, putting any portion of an arm in a fire, or removing a receiver from a barrel, is prohibited. The mutilation of any part by filing or otherwise, and attempts to beautify or change the finish, are prohibited. Pieces shall be unloaded before being taken to quarters or tents, and as soon as the men using them are relieved from duty, unless otherwise ordered. The use of tompions in small arms is forbidden. The prohibition in this paragraph of attempts to beautify or change the finish of arms in the hands of enlisted men is not construed as forbidding the application of raw linseed oil to the wood parts of the arms. This oil is considered necessary for the preservation of the wood, and it may be used for such polishing as can be given by rubbing in one or more coats when necessary. The use of raw linseed oil only shall be allowed

for redressing, and the application for such purpose of any kind of wax or varnish, including heelball, is strictly prohibited.

Pistols shall be kept in cases if possible, otherwise in holsters, each marked with the number of the enlisted man.

Sabres shall be kept free from rust, slightly oiled, and always in their scabbards.

41. It is forbidden to use any dressing or polishing material on the leather accoutrements or equipments of an enlisted man, horse equipments or harness, except the preparations approved by the Ordnance Department, U. S. A., for that purpose.

42. In quarters, or anywhere indoors, soldiers are supposed to be uncovered as they would be in their civilian homes.

43. Coming indoors an officer or enlisted man uncovers, if unarmed; if armed or on armed duty he does not uncover.

44. A roster is a list of officers or men for duty, with a record of the duty performed by each. Generally details for duty are so made that the one longest off is the first for detail. Details so made are said to be made by roster.

45. All details for duty shall be made by roster to insure an equal distribution of the duties among those liable to such details.

46. In addition to the company roster there should be kept by the first sergeant, the sergeants and corporals, a pocket roster to be used to call the

roll when necessary, and to make details suddenly called for when the official roster at the moment is not obtainable. This roster shows the names and grades of the men of the company with columns to the right to mark in pencil the duties they are on or the cause of authorized absence. The first sergeant when not calling the roll, but receiving the reports of the corporals, should have a list of those authorized to be absent, comparing it, as the reports are made, with the latter, so as to be able to report as absent only those without authority. The roster to be kept by sergeants and corporals should contain the information necessary to enable them to warn men for duty and to account for them.

47. All details for service in garrison and in the field, except the authorized special and extra-duty details, shall be by roster; but officers or enlisted men when detailed must serve whether a roster be kept or not.

48. An officer or enlisted man returning from leave of absence or furlough, or from arrest to duty, if he has missed a tour of duty becomes the first for detail, otherwise he takes his regular turn.

Returned to duty from detached service, extra or special duty, he goes to the foot of the roster.

Upon his return, no matter what the occasion of his absence, each officer or man must report his return to his immediate commanding officer.

49. When an officer has been detailed and is not present or available at the hour of marching, the

next after him takes the duty. When an outpost has passed the chain of sentinels, or an interior guard has reached its post, the officer whose tour it was cannot take it, unless so ordered by the commanding officer.

50. Duties of the first class are credited on the roster when the guards or detachments have passed the chain of sentinels or an interior guard has reached its post; other duties, when the parties have entered upon their performance.

51. When detachments meet, the command shall be regulated while they serve together, as if they formed one command, but the senior officer cannot prevent the commander of any detachment from moving when he thinks proper to execute the orders he has received.

52. On the return of a detachment, its commander shall report to the headquarters from which he received his orders.

53. The purpose of sick call is to determine for the information of the commanding officer, what men of his command are physically unable to perform their field duties.

54. The names of the men desiring to attend sick call are entered each morning upon a sick report, which is then signed by a commissioned officer of the organization. The names of men who attended the last preceding sick call and were not then marked for duty, are copied on this morning's sick book, and the men themselves required to attend sick call.

The book is then turned over to a noncommissioned officer detailed to march the sick squad to the surgeon at sick call, where he presents the sick report to the surgeon. The surgeon examines the men as rapidly as possible and enters his conclusions upon this sick report which he then signs and returns to the non-commissioned officer who marches the sick back to the organization and turns the book over to the first sergeant.

55. MILITARY CORRESPONDENCE shall be plain and concise; statements shall be made in such terms that they cannot be misinterpreted. Names, especially signatures, shall be written plainly. An official letter shall refer to one subject only. Telegrams shall be followed by official copies sent by first mail.

56. Letter paper shall be of uniform size, eight inches wide by ten and one-half inches long, and of sufficient thickness that the writing will not show through. Official communications shall be written only upon one side of the paper used. When more than one page is required, additional sheets shall be used numbered consecutively. A margin of not less than one inch shall be left clear on the left of each page.

57. All official communications, whether from a subordinate to a superior or *vice versa*, shall pass through the intermediate commanding officers ("through the channel"), except where specially provided otherwise. In cases of pressing necessity, in which there is not sufficient time for regular com-

munications, the necessity shall be stated and copies forwarded through the channel.

There should be kept in the orderly room of each organization model forms for the use of the members of the organization, showing how communications should be written, addressed, signed, folded, and forwarded.

58. ORDERS.—“A military order is the expression of the will of a chief conveyed to subordinates.” Note that the method of expression is not prescribed; the order may be given in writing, verbally, by visual signals, or in any form that has unmistakably conveyed the will of the chief. Orders are classified as routine orders and field orders. Routine orders are those used in the ordinary administration of military affairs and are called general orders, special orders, circulars, and orders, according to the circumstances. Field orders are those dealing with tactical and strategical operations incident to a state of war.

59. Note that “headquarters” is the commander’s official residence, or place from which his orders are issued; and that battalions and squadrons are the lowest organizations to have headquarters.

60. Orders issued by commanders of battalions forming parts of regiments, by companies, or small detachments are simply denominated “orders,” and are numbered in a single series, beginning with the year.

61. An order shall state the source from which it

emanates, its number, date, place of issue, and the authority under which issued. It may be put in the form of a letter addressed to the individual concerned through the proper channel.

62. Details of officers and enlisted men for guard, fatigue and outpost duties are orders, but are neither general nor special, and are entered in the respective rosters, and not in the order books.

63. RECORDS AND RETURNS.—The records of military organizations are public property; they should be carefully preserved; and, on the discontinuance of the organization, be turned in at the headquarters responsible for the organization.

64. All officers should acquire the knowledge of making correct reports and returns, and of keeping military books and papers properly; it is the duty of commanding officers to impart the necessary instruction, and require their subordinates to become competent in this line of duty.

65. The use of colored inks, in records and correspondence, except as carmine and red ink is used in annotation, ruling or compliance with specific instructions issued on blank forms or otherwise, is prohibited.

66. Any officer or noncommissioned officer falling into command of an independent unit should consult Regulations, to make sure that he is keeping proper records and making proper returns.

67. PUBLIC PROPERTY.—Any officer or noncommissioned officer, becoming responsible for public prop-

erty other than his personal equipment, should consult Regulations.

68. No arms, equipment or military property of any description shall be loaned.

69. Officers and enlisted men are responsible for the care and preservation of all public property intrusted to their charge, or which may come by any means into their keeping or possession, and shall turn it over to the proper officer.

70. It is the duty of all officers and enlisted men, at all times, to take the necessary measures to preserve public property intrusted to their care in good order and serviceable condition; and they are personally responsible for any loss or damage due to neglect of this duty.

71. The officer in temporary or permanent command of a company or detachment shall be responsible for all public property used by, or in possession of, the command, whether he receipts for it or not.

72. The property responsibility of a company commander cannot be transferred to enlisted men. It is his duty to attend personally to its security, and to superintend issues himself or cause them to be superintended by a commissioned officer.

73. If any article of public property be lost or damaged by the neglect or fault of any officer or soldier, he shall pay the value thereof, or the cost of repairs, at such rates as may be determined according to law.

74. On knowledge or receipt of information that

military public property of, or issued by, the government is unlawfully in the possession of any person not in the military service, an officer or enlisted man shall at once report the fact to his commanding officer, who shall promptly take necessary action to recover the property.

75. In extreme emergency, a commanding officer is authorized to purchase, provide or arrange for, services and materials that are immediately necessary to provide for the care and relief of the personnel, or the protection of the property, of his command; a report of such action containing a statement of the services and materials purchased, and the price thereof, should be made at once to next higher authority.

76. **MILITARY LAW.**—So far as *you* are affected by recourse to courts in the administration of discipline, it is enough to know that faithful performance of duty and due respect to authority and observance of regulations will keep you from being subject thereto.

77. If detailed to perform any function therewith, you must read up the law covering your work, to be sure that you perform it correctly. Consult the "Manual of Court-Martial Duty."

78. As a preliminary step to trial by court-martial officers and men are "placed in arrest," and in case of serious offenses men are placed in confinement, which means under guard at the guard house or tent. "Arrest" is a temporary status, while await-

ing trial. It may not be imposed as a punishment, nor maintained longer than absolutely necessary to bring the man to trial.

79. Only commanding officers have power to place officers in arrest, except that in quelling "quarrels, frays, and disorders," any officer may place in arrest any other officer or man participating therein. An enlisted man may be placed in arrest by any superior having authority over him; who will at once report it to the man's company commander.

80. An officer in arrest may not exercise command nor wear his sword; he remains at his tent or quarters unless more extended limits are granted him, and communicates with his superiors only in writing. On the march both officers and noncommissioned officers in arrest march in rear of their organizations. An enlisted man in arrest performs his work, and even attends drills, but would not be allowed to go on guard, nor to absent himself from the company without special permission. Non-commissioned officers are not confined to the guard-house while awaiting trial, except in aggravated cases or where escape is feared.

81. If called upon to deal with any matter of this nature, consult Army Regulations, "arrest and confinement," for guidance. In the matter of making out "charges," and bringing the man to trial, consult the "Manual of Court-Martial Duty," as well as "Regulations."

RULES FOR COURTESY

1. WHENEVER the national anthem is played at any place where persons belonging to the military service are present, all officers and enlisted men not in formation shall stand at attention facing toward the music (except at retreat, when they face toward the flag). If in uniform, covered or uncovered, or in civilian clothes covered, they shall salute at the first note of the anthem, retaining the position of salute until the last note of the anthem. If not in uniform and covered, they shall uncover at the first note of the anthem, holding the headdress opposite the left shoulder and so remain until its close, except that in inclement weather the headdress may be held slightly raised.

2. Officers or enlisted men passing the uncased colors will render the prescribed salute; with no arms in hand, the salute will be the hand salute, using the right hand, the headdress not to be removed. By uncased colors is meant those that are not in their waterproof cases. By "colors" is meant the national and regimental flags that are carried by troops. In Army Regulations the word "colors" is used in referring to regiments of infantry, battalions of engineers, and coast artillery, while "standard" refers to cavalry and field artillery. By "flag" is meant the national emblem that waves from flag poles and other stationary poles. It is not saluted.

3. Salutes are rendered within such distances as allow individuals and insignia of rank to be readily recognized, about thirty paces. You would salute an officer where you would exchange greetings with a casual acquaintance. The soldier is "at attention" when he salutes; either at a halt standing at attention, or if walking, marching at attention. This requires military bearing, clothing properly adjusted, and forbids smoking while saluting. If moving at a trot or double time, he must first come to the walk or quick time. An officer would continue at double time or the trot, but should be saluted just the same.

4. An enlisted man without arms mounted or dismounted salutes with the right hand. If officer and soldier are approaching each other, the salute is commenced when six paces from the officer. If the approach does not continue to within six paces the salute is rendered at the nearest point. If passing each other in the same direction, the salute is rendered just as they pass. It is a common fault to begin the salute six feet rather than six paces away. Count your steps sometime and see that you are prompt enough.

5. Where an officer is recognized, he is saluted the same whether in civilian clothes or uniform. The enlisted man may be in uniform or in civilian clothes. The presence of ladies with either party makes no difference.

6. An enlisted man out of ranks armed with a sabre, salutes with the sabre if drawn, otherwise

with the hand; armed with the rifle, he makes the prescribed rifle salute, the rifle on either shoulder. If indoors, he salutes at the "order," or if moving, at the "trial." The same regulations obtain as to distances, and looking at the person to be saluted.

7. The soldier salutes with the "present arms" only when posted as a sentinel. When a mounted man, officer or soldier, wishes to address or is addressed by his military superior, he first dismounts.

8. An enlisted man accompanying an officer, should walk about two paces to the officer's left and rear; if riding, this distance is doubled.

9. A noncommissioned officer in command of a detachment should call them to *attention* and himself render the salute to an officer as above explained for a single individual. If the officer passed in rear, the detachment would be brought to attention and so held until he had passed, but no salute would be rendered.

10. When an officer approaches a group of enlisted men not in ranks, the first one to perceive him should call "attention" so that all will hear, when all stand at attention, and at the proper point, all salute. If walking together the same rules obtain, except that the salutes would be rendered without halting. If indoors the same rules obtain except that if unarmed they uncover and that no one salutes unless spoken to; if armed all would salute. One exception to this rule—if seated at meals the soldiers do not rise at the call "attention," but cease eating

and remain sitting at attention. Of course, any individual addressed by the officer would rise. By "indoors" is meant military offices, barracks, quarters, and similar places—it does not refer to store houses, riding halls, stables, post exchange buildings, hotels, etc.

11. Upon the approach of an officer indoors, the enlisted man, if unarmed, uncovers and stands at attention, and does not salute. If armed with a rifle, he salutes from the position of the order or the trail; if armed and uncovered, he should cover before saluting if practicable. A soldier with belt, side arms, pistol, sabre, or bayonet, is considered armed.

12. Whenever holding official conversation with a superior, a soldier should stand strictly at *attention*, the conversation being preceded by the military salute; and it is only by strictly observing the position of attention that you may be really at ease, any half-way measures will tend to make you self-conscious and ill at ease. And do not keep assuming that the superior has finished his remarks and thus have to repeat your salute at leaving. It is much more military to stand pat until he has dismissed you with such words as "that will do," then you may make a dignified salute on departure.

13. The soldier actually at work does not stop his work to render a salute, unless addressed by the officer. Driving or riding in a carriage or other vehicle, the soldier would salute as though walking, but without rising.

14. In camp a mounted messenger should not take his horse up in front of an officer's tent where he may soil the ground. Leave him tied or held at a little distance. Even when an orderly brings up the officer's horse, he may hold him a little way off, until the officer directs him to come closer.

15. In holding the horse for an officer to mount, the orderly should invariably stand on the off side facing the horse's shoulder, both reins held firmly in the right hand just behind the bit, the left hand holding the right stirrup and adjusting it neatly to the officer's foot as his leg comes down in the mount. If the orderly has his own horse with him, he must hold that horse out of the way on the off side of the officer's horse.

16. An enlisted man in conversation with a military superior will properly use the third person, *i.e.*, he will ask, does the sergeant intend so and so? Not do *you* intend so and so? Or, does the lieutenant want his horse? etc.

17. Where a verbal message is carried between officers the messenger prefaces the message with "The Adjutant presents his compliments"—The commanding officer, captain so and so, whoever sends it, "presents his compliments, and directs, asks, says, requests, etc.," followed by the message.

18. To report for duty as orderly, the man proceeds to the officer to whom detailed, stands at attention before him and when the officer gives him opportunity salutes and reports in these words, "Sir,

Private Smith, Company I, 10th Infantry, reports as orderly."

19. At all times and places outside his quarters an enlisted man should be neat and orderly in his appearance. His hat and clothing should be properly adjusted, and buttoned up. Even fatigue uniform should be properly worn. In the field in hot weather, it is allowable in ordinary circumstances to have the top button of the shirt unbuttoned—but never the shirt sleeves rolled up. At formations, such as retreat, everything should be the neatest possible. There is something wrong with the organization whose members are habitually indifferent to their soldierly appearance.

20. Every one should know the various insignia worn by officers to indicate their grade.

They are found on the collar of the O. D. shirt, on the shoulder straps and loops of coats, and on sleeves of overcoats, and are as follows on the collars and shoulders:

Major General—two stars.

Brigadier General—one star.

Colonel—eagle.

Lieutenant Colonel—oak leaf, silver.

Major—oak leaf, gold.

Captain—two silver bars.

First Lieutenant—one silver bar.

On overcoat and full dress coat sleeves a knot of three loops of braid for officers below the grade of general.

Colonel—the knot contains five rows of braid.

Lieutenant Colonel—four rows.

Major—three rows.

Captain—two rows.

First Lieutenant—one row.

21. No honors are paid by troops when on the march, in trenches or on outpost, except that they may be called to attention.

No salute is rendered when marching in double time.

Arms are not presented by troops except in the ceremonies.

The commander of a body of troops salutes all general officers and the commander of his post, regiment, squadron, or immediate organization, by bringing his command to attention and saluting in person. He salutes all others without bringing it to attention.

When two officers exchange salutes, each commanding a body of troops, the troops are brought to attention during the exchange.

An officer in command of troops is saluted by all junior officers and by men out of ranks. He does not return these salutes.

RULES FOR HEALTH

1. Catching or contagious diseases are the ones mostly to be feared among troops. All of them are due to germs, which are either little animals or little plants so very small that they can only be seen by the aid of the microscope. 1,000,000,000 dead typhoid germs are given in the 15 drops of the second and third doses of typhoid vaccine. All diseases caused by germs are "catching." All other diseases are "not catching."

There are only five ways of catching disease:

(a) Getting certain germs on the body, or touching some one or something which has them on it. Thus, one may catch venereal diseases, smallpox, measles, scarlet fever, chicken pox, mumps, boils, lice (body), ringworm, barbers' itch, dhobie itch, and some other diseases. Wounds are infected in this manner.

(b) Breathing in certain germs which float in the air. In this way one may catch pneumonia, consumption, influenza, diphtheria, whooping cough, tonsilitis, spinal meningitis, measles, and certain other diseases.

(c) Taking certain germs in through the mouth, in eating or drinking. Dysentery, cholera, typhoid fever, diarrhoea, and intestinal worms, may be caught in this manner.

(d) Having certain germs injected into the body

by bites of insects, such as mosquitoes, fleas, and bedbugs. Malaria, yellow fever, dengue fever, and bubonic plague may be caught in this way.

(e) Inheriting the germ from one's parents.

2. Persons may have these germs sometimes without apparently being sick with any disease. Such persons and those who are sick with the disease, are a great source of danger to others about them. Germs which multiply in such persons are found in their urine and excretions from the bowels; in discharges from ulcers and abscesses; in the spit or particles coughed or sneezed into the air; in the perspiration or scales from the skin; and in the blood sucked up by biting insects.

3. Those who have taken care of their health, and who have not become weakened by bad habits, exposure, and fatigue, are not only less liable to catch disease, but are more apt to recover when taken sick.

4. Knowing all these things, the soldier can understand the reasons for the following rules and how important it is that they be carried out by each person.

5. Stay away from persons having "catching" diseases.

6. If you have any disease, do not try to cure it yourself, but go to the surgeon. Insist that your comrades do likewise.

7. Association with lewd women is dangerous. It may result in disabling you for life. It is the

cause of a disease (syphilis) which may be transmitted by a parent to his children. Soldiers with venereal diseases should not use basins or toilet articles used by others, as the germs of these diseases, if gotten into the eye, may cause blindness. Likewise, if they use the same drinking cup used by others, they may give others the disease. They should promptly report their trouble to the surgeon, that they may receive the best medical advice and attention.

8. Cooked germs are dead and therefore harmless. Water, even when clear, may be alive with deadly germs. Therefore, when the conditions are such that the commanding officer orders all drinking water to be boiled, be careful to live up to this order.

9. Use the latrines and do not go elsewhere to relieve yourself. In open latrines, cover your deposit with dirt, as it breeds flies, and may also be full of germs.

10. Flies carry germs from one place to another. Therefore, see that your food and mess kit are protected from them.

11. All slops and scraps of food scattered about camp soon produce bad odors and draw flies. Therefore, do your part toward keeping the camp free from disease by carefully depositing such refuse in the pits or cans used for this purpose.

12. Urinate only in the latrines, or in arrangements provided for this purpose, never on the ground around camp, because it not only causes bad smells,

but urine sometimes contains germs of "catching" diseases.

13. Soapy water thrown on the ground soon produces bad odors. Therefore, in camps of several days' duration, this water should be thrown in covered pits, or in cans used for this purpose.

14. As certain mosquitoes can transmit malaria and yellow fever, use your mosquito bar for this reason, as well as for personal comfort.

15. Keep your mouth clean by brushing your teeth once or twice a day. It helps to prevent the teeth from decaying. Decayed teeth cause tooth-ache. They also lead to swallowing food without properly chewing it, and this leads to stomach trouble of various kinds. Food left around and between the teeth, is bad for the teeth, and forms good breeding places for germs.

16. Keep the skin clean. Through the pores of the skin the body gets rid of much waste and poisonous matter. Therefore, remove this, and keep the pores open by bathing once every day, if possible. If water is scarce, rub the body over with a wet towel. If no water is at hand, take a dry rub. Wash carefully the arm pits, between the legs, and under the foreskin, as this will prevent chafing.

17. The skin prevents the sensitive parts underneath from injury and helps to keep out germs. Therefore, when blisters are formed do not tear off the skin. Insert a needle under the skin a little distance back from the blister, and push it through

to the opposite side. Press out the liquid through the holes thus formed. Heat the needle red hot first, with a match or candle, to kill the germs.

18. When the skin is broken (in cuts and wounds), keep the opening covered with a bandage to keep out germs and dirt; otherwise the sore may fester. Pus is always caused by germs.

19. Take care of your feet. A soldier cannot march with sore feet, and marching is the main part of a soldier's duty. Even the cavalrymen must be able to work on foot. The exigencies of service may require it at any time. The Germans treat sore feet as a military offense, as it is generally due to carelessness or neglect on the part of the soldier. Wash and dry the feet carefully at the end of every day's march. This removes the dirt and perspiration and makes the skin healthy. It soothes tired feet and greatly lessens the chances of sores and chafing. Do not wander about camp through the grass barefooted, as the skin may be scratched or the feet bruised, or poisonous weeds may be encountered. If the skin is tender or the feet perspire freely, wash with warm salt water or alum water. For raw or chafed spots use foot powder, which can be obtained at the hospital. Grease or soap, or foot powder applied to the foot or the stocking before starting on the march, prevents rubbing. Cut the toe-nails square (fairly close in the middle, but leaving the sides somewhat longer), as this prevents ingrowing nails. If corns or bunions or ingrowing nails give

trouble, or any rawness or rubbing causes pain, go to the surgeon promptly for advice. Do not wait several days till you can no longer march. Do not wear stockings full of holes if you can possibly get others. Wear a clean pair every day, washing them at night if necessary. The light woolen stockings issued by the Government are probably the best to use even in the summer. Should a hole or seam in the stocking begin to cause rubbing, turn it inside out or change it to the other foot. Be careful in drawing shoes to get a good fit. Do not be so foolish or green as to start out to march wearing new shoes or the light shoes ordinarily used by civilians, or low shoes, or patent-leather shoes. Keep the marching shoes well oiled to keep them soft and pliable. If they get full of sand on the march wash out the inside on reaching camp and then hang on a couple of pegs overnight to drain. They may feel cool and clammy in the morning, but they will be clean and soft. Never place the shoes near a fire, or in the sun, to dry, as it makes them hard and stiff.

20. Keep your hair short. Long hair and a long beard in the field generally means a dirty head and a dirty face, and favors skin diseases, lice, and dandruff.

Do not let others spit on the floor of your tent or quarters.

Be careful of any discharges from the horse, nostrils, eyes, etc. Always wash carefully after grooming, and before eating.

21. Do not let any part of the body become chilled, as this very often is the direct cause of diarrhoea, dysentery, pneumonia, rheumatism, and other diseases.

22. Wet clothes may be worn while marching or exercising without bad results, but there is great danger if one rests in wet clothing, as the body may become chilled.

23. Do not sit or lie or sleep directly on damp ground, as this is sure to chill the body.

24. When hot or perspiring or when wearing damp clothes, do not remain where a breeze can strike you. You are sure to become chilled.

25. Every day, if possible, hang your blanket and clothing out to air in the sun; shake or beat them with a small stick. Germs and vermin do not like this treatment, but damp, musty clothing suits them very well. Wash your shirts, underwear and socks frequently. The danger of blood poisoning from a wound is greatly increased if the bullet first passes through dirty clothes.

26. Always prepare your bed before dark. Level off the ground and scrape out a little hollow for your hips. Get some straw or dry grass, if possible. Green grass or branches from trees are better than nothing. Sleep on your poncho. This keeps the dampness from coming up from the ground and chilling the body. Every minute spent in making a good bed means about an hour's good rest later on.

27. Avoid the food and drink found for sale in

the cheap stands about camp. The quality is generally bad, and it is often prepared in filthy places by very dirty persons.

Do not drink water from any source until it has been declared safe by the company commander. If there is any doubt, boil it twenty minutes first. Keep everything out of your mouth that may be unclean, straws, toothpicks, etc.

28. The use of intoxicating liquor is particularly dangerous in the field. Its excessive use, even at long intervals, breaks down one's system. Drinking men are more apt to get sick, and less liable to get well, than are their more abstemious comrades. If alcohol is taken at all, it is best after the work of the day is over. It should never be taken when the body is exposed to severe cold, as it diminishes the resistance of the body. Hot tea or coffee is much preferable under these circumstances.

29. A FEW FIRST-AID RULES.—The bandages and dressings contained in the first-aid packet have been so treated as to destroy any germs thereon. Therefore, when dressing a wound, be careful not to touch or handle, or expose unnecessarily, that part of the dressing which is to be applied to the wound.

30. A sick or injured person should always be made to lie down on his back, if practicable, as this is the most comfortable position, and all muscles may be relaxed.

31. All tight articles of clothing and equipment should be loosened so as not to interfere with breath-

ing or the circulation of the blood. Belts, collars, and the trousers at the waist, should be opened.

32. Do not let mere onlookers crowd about the patient. They prevent him from getting fresh air, and also make him nervous and excited.

33. In case of injury, the heart action is generally weak from shock, and the body, therefore, grows somewhat cold. So do not remove any more clothing than is necessary to expose the injury.

34. Cut or rip the clothing, but do not pull it. Try to disturb the patient as little as possible.

35. Do not touch a wound with your fingers, or a handkerchief, or with anything else but the first-aid dressing. Do not wash the wound with water. Otherwise you may infect the wound.

36. Do not administer stimulants (whisky, brandy, wine, etc.) unless ordered to do so by a doctor. While in a few cases stimulants are of benefit, in a great many cases they do positive harm, especially where there has been any bleeding.

37. The heart may be considered as a pump, and the arteries as a rubber hose, which carry the blood from the heart to every part of the body. The veins are the hose which carry the blood back to the heart. Every wound bleeds some, but, unless a large artery or a large vein is cut, the bleeding will stop after a short while if the patient is kept quiet, and the first-aid dressing is bound over the wound, so as to make pressure on it.

38. When a large artery is cut the blood gushes

out *in spurts* every time the heart beats. In this case it is necessary to stop the flow of blood by pressing upon the hose somewhere between the heart and the leak.

39. If a vein be cut the blood is darker colored and *flows steadily*, and the flow will be stopped by pressing between the cut and the extremity, that is somewhere beyond the leak away from the heart.

40. This pressure may be applied temporarily by the thumbs pressing through the flesh down against the bone, and thus closing the artery or vein.

41. Another way, and more permanent, is to apply pressure by means of a tourniquet. Place a pad of tightly rolled cloth or paper, or any suitable object, over the artery. Tie a bandage loosely about the limb over this pad, and then insert your bayonet or a stick, and twist up the bandage until the pressure of the pad on the artery stops the leak. Twist the bandage slowly and stop as soon as the blood ceases to flow, in order not to bruise the flesh or muscles unnecessarily.

42. A tourniquet may cause pain and swelling of the limb, and if left too long may cause the limb to die. Therefore, about every half hour or so loosen the bandage very carefully, but if the bleeding continues, pressure must be applied again. In this case apply the pressure with the thumb for five or ten minutes, as this cuts off only the main artery and leaves some of the smaller arteries and the veins free to restore part of the circulation. When a tourni-

quet is painful, it is too tight, and should be carefully loosened a little.

43. A broken bone is called a fracture. The great danger in the case of a fracture is that the sharp, jagged edges of the bones may stick through the flesh and skin, or tear and bruise the arteries, veins, and muscles. If the skin is not broken, a fracture is not serious, as no germs can get in. Therefore, never move a person with a broken bone until the fracture has been so fixed that the broken ends of the bone cannot move.

44. If the leg or arm is broken, straighten the limb gently, and if necessary, pull upon the end firmly to get the bones in place. Then bind the limb firmly to a splint to hold it in place. A splint may be made of any straight, stiff material—a shingle or piece of board, a bayonet, a rifle, a straight branch of a tree, etc. Whatever material you use must be well padded on the side next to the limb. Be careful never to place the bandages over the fracture, but always above and below.

45. Many surgeons think that the method of binding a broken leg to the well one, and of binding the arm to the body is the best plan in the field, as being the quickest, and one that serves the immediate purpose.

46. With wounds about body, chest and abdomen you must not meddle, except to protect them when possible without much handling, with materials of the packet.

47. The symptoms of *fainting*, *shock*, and *heat exhaustion* are very similar. The face is pale, the skin cool and moist, the pulse is weak, and generally the patient is unconscious. Keep the patient quiet, resting on his back, with his head low. Loosen the clothing, but keep the patient warm, and give stimulants (whisky, hot coffee, tea, etc.).

48. In the case of *sunstroke* the face is flushed, the skin is dry and very hot, and the pulse is full and strong. In this case place the patient in a cool spot, remove the clothing, and make every effort to lessen the heat in the body by cold applications to the head and surface generally. Do not, under any circumstances, give any stimulants or hot drinks.

49. In case of *freezing* and *frostbite* the part frozen, which looks white or bluish white, and is cold, should be very slowly raised in temperature by brisk but careful rubbing in a cool place and never near a fire. Stimulants are to be given cautiously when the patient can swallow, and followed by small amounts of warm liquid nourishment. The object is to restore the circulation of the blood, and the natural warmth, gradually and not violently. Care and patience are necessary to do this.

50. Being under water for four or five minutes is generally fatal, but an effort to revive the apparently drowned should always be made, unless it is known that the body has been under water for a very long time. The attempt to revive the patient should not be delayed for the purpose of removing his

clothes or placing him in the ambulance. Begin the procedure as soon as he is out of the water, on the shore, or in the boat. The first and most important thing is to start artificial respiration without delay.

The Schaefer method is preferred because it can be carried out by one person without assistance, and because its procedure is not exhausting to the operator, thus permitting him, if required, to continue it for one or two hours. Where it is known that a person has been under water for but a few minutes, continue the artificial respiration for at least one and a half to two hours before considering the case hopeless. Once the patient has begun to breathe, watch carefully to see that he does not stop again. Should the breathing be very faint, or should he stop breathing, assist him again with artificial respiration. After he starts breathing, do not lift him, nor permit him to stand, until the breathing has become full and regular.

As soon as the patient is removed from the water, turn him face to the ground, clasp your hands under his waist, and raise the body so that any water may drain out of the air passages while the head hangs low.

SCHAEFER METHOD.—The patient is laid on his stomach, arms extended from his body beyond his head, face turned to one side so that the mouth and nose do not touch the ground. This position causes the tongue to fall forward of its own weight and so prevents its falling back into the air passages. Turn-

ing the head to one side prevents the face coming into contact with mud or water during the operation. This position also facilitates the removal from the mouth of foreign bodies, such as tobacco, chewing gum, false teeth, etc., and favors the expulsion of mucus, blood, vomitus, serum, or any liquid that may be in the air passages.

The operator kneels, straddling one or both of the patient's thighs, and faces his head. Locating the lowest rib, the operator, with his thumbs nearly parallel to his fingers, places his hands so that the little finger curls over the twelfth rib. If the hands are on the pelvic bones, the object of the work is defeated; hence the bones of the pelvis are first located in order to avoid them. The hands must be free from the pelvis and resting on the lowest rib. By operating on the bare back it is easier to locate the lower ribs and avoid the pelvis. The nearer the ends of the ribs the hands are placed without sliding off the better. The hands are thus removed from the spine, the fingers being nearly out of sight.

The fingers help some, but the chief pressure is exerted by the heels (thenar and hypothenar eminences) of the hands, with the weight coming straight from the shoulders. It is a waste of energy to bend the arms at the elbows and shove in from the sides, because the muscles of the back are stronger than the muscles of the arms.

The operator's arms are held straight, and his weight is brought from his shoulders by bringing

his body and shoulders forward. This weight is gradually increased until at the end of the three seconds of vertical pressure upon the lower ribs of the patient the force is felt to be heavy enough to compress the parts; then the weight is suddenly removed; if there is danger of not returning the hands to the right position again they can remain lightly in place, but it is usually better to remove the hands entirely. If the operator is light, and the patient is heavy, the operator can utilize over 80 per cent. of his weight by raising his knees from the ground, and supporting himself entirely on his toes and the heels of his hands—the latter properly placed on the ends of the floating ribs of the patient. In this manner he can work as effectively as a heavy man.

A light feather or a piece of absorbent cotton drawn out thin and held near the nose by some one will indicate by its movements whether or not there is a current of air going and coming with each forced expiration and spontaneous inspiration.

The rate of operation is 12 to 15 times per minute, and should not exceed this; the lungs must be thoroughly emptied by three seconds of pressure, then refilling takes care of itself. Pressure and release of pressure—one complete respiration—occupies about five seconds. If the operator is alone he can be guided in each act by his own deep, regular respiration, or by counting, or by his watch lying by his side; if comrades are present, he can be advised by them.

The duration of the efforts at artificial respiration should ordinarily exceed an hour; indefinitely longer if there are any evidences of returning animation, by way of breathing, speaking, or movements. There are liable to be evidences of life within 25 minutes in patients who will recover from electric shock, but where there is doubt the patient should have the benefit of the doubt. In drowning, especially, recoveries are on record after two hours or more of unconsciousness; hence, the Schaefer method, being easy of operation, is more likely to be persisted in.

Aromatic spirits of ammonia may be poured on a handkerchief and held continuously within 3 inches of the face and nose; if other ammonia preparations are used, they should be diluted or held farther away. Try it on your own nose first.

When the operator is a heavy man, it is necessary to caution him not to bring force too violently upon the ribs, as one of them might be broken.

Do not attempt to give liquids of any kind to the patient while unconscious. Apply warm blankets and hot-water bottles as soon as they can be obtained.

RULES FOR BATTLE

1. HERE are a few fundamental principles for handling men and situations in battle that every military man ought to know. You should know them so thoroughly that you will apply them unconsciously, and will never violate one of them in actual service. They should be your "Napoleon's Maxims," —in fact, they will mostly be found there. They seem simple, yet one or another is always being violated, and as history shows, often with disastrous results. They are as sure as the multiplication table, and ought to be as familiar:

2. On the march, and particularly in maneuvering when near the enemy, distances in column must be kept closed up, to make quick sure deployment possible, without long running up from the rear.

3. The main body must always be protected from surprise attack by alert covering detachments. On the march and in camp this rule is generally observed, but at temporary halts and particularly in the excitement of an engagement it is often overlooked,—and often leads to disaster.

4. Going into a fire fight, the men must not be winded, nor unduly excited, by being rushed pell mell into action.

5. Deploying from column for action, leading elements must hold back until all rear elements are properly on the line, as they would do at drill.

6. Never deploy, until by reconnaissance you are sure of the proper *direction*, and that you are as far advanced as practicable.

7. Deploy only the strength necessary for the immediate purpose. Always keep a reserve in hand, and use it only when the opportunity demands.

8. If suddenly confronted with an occasion for action, adopt a *simple, definite* plan; and then carry that plan out firmly.

9. Having undertaken any one engagement, concentrate *all* your resources on bringing it promptly to a successful issue. Forces detached for side issues are inexcusable, unless they keep larger forces out of the immediate opposition.

10. Small forces cannot safely undertake extended turning movements, etc. Concentration within supporting distance is necessary, unless each part is strong enough to win by itself, is too small to fight anyway, or is extremely mobile, as mounted cavalry.

11. Always avoid fighting on ground of the enemy's own choosing, especially if he has had time to prepare it for you. By maneuvering, shift the scene if possible to your own advantage.

12. On the march, the position of the commander is with the advance guard, where he can get timely information at first hand; in action, it is where he can best see and control his forces. In both cases, he must avoid becoming involved too closely with

the actual fighting, which makes clear perception of the whole situation quite impossible.

13. Going into a fight, each organization always has its scouts well out in front, and combat patrols well out on exposed flanks, and so far advanced as to prevent our line coming unexpectedly under enfilading fire.

14. Communication must be maintained at all times between the elements of a command. Thus a company going into action signals from one element to another, and a man in each is detailed to be on the lookout for these signals.

15. A passive defense is deadly, and does not win battles. Aggressive action is safer, and more prolific of victory. Troops that have the initiative, hold the advantage point. They force the others to play their game.

16. The position of your firing line should always be as nearly as possible perpendicular to the enemy's line of fire.

17. All the rules for fire discipline and control must be observed; but most disastrous of all is to open fire before it is ordered, or to allow excitement to start a fight with loss of fire control. It will hardly be regained again in that fight.

18. Never open fire on small forces of the enemy advancing upon you in position. They are trying to get you to do just that, so they may report back what your position is. Let them keep coming. They cannot hurt you, and will have to surrender, or be killed.

in trying to escape, if you let them get close enough.

19. It is impossible to shoot troops out of position; hence an attack involves a determination to assault.

20. Advancing under fire the greatest attention will have to be given by all the men to keeping a general alignment, and to avoiding the constant tendency to bunch into groups, which makes such good targets for the enemy. Where the line meets the enemy in the bayonet assault the men must be actually abreast for mutual protection. Coming one at a time they are easy pickings for the enemy. The whole line must engage simultaneously.

21. While actually under fire you can move only straight forward with any safety. To move toward a flank is very dangerous, to move toward the rear is deadly. If further advance is impossible, dig in where you are.

22. A big battle is the combination of many small battles, localized affairs. You may find your group isolated, apparently fighting the battle alone, seemingly cut off and surrounded. So long as ammunition and strength remain, you must never surrender. Your stubborn resistance here may easily prove the turning point for victory to our side.

23. Even in small affairs, a few rifles delivering fire of position, will often be the most helpful thing for the attack.

24. In selecting defensive fire positions for delaying actions, a safe line of withdrawal, not exposed

to the enemy's fire, is absolutely essential. Unless the situation demands the sacrifice of your men, this is the determining consideration in your selection of positions.

25. In withdrawing from these positions, keep a few rifles busy in the line, while the others get back to the next position, or otherwise make ready for a safe getaway.

26. If ordered to any military undertaking, never start on your mission until you are absolutely sure you have a clear understanding of each of the points you should know for its proper performance.

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